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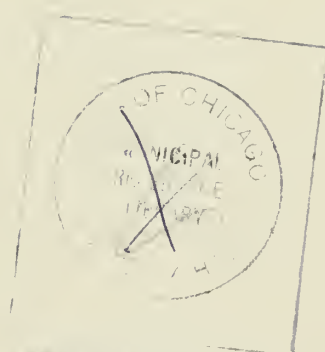
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CHICAGO, ILL.

RE

MEMORANDUM FOR THE CHIEF OF POLICE

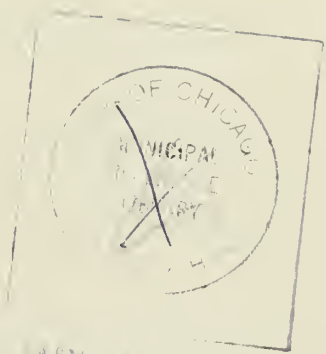
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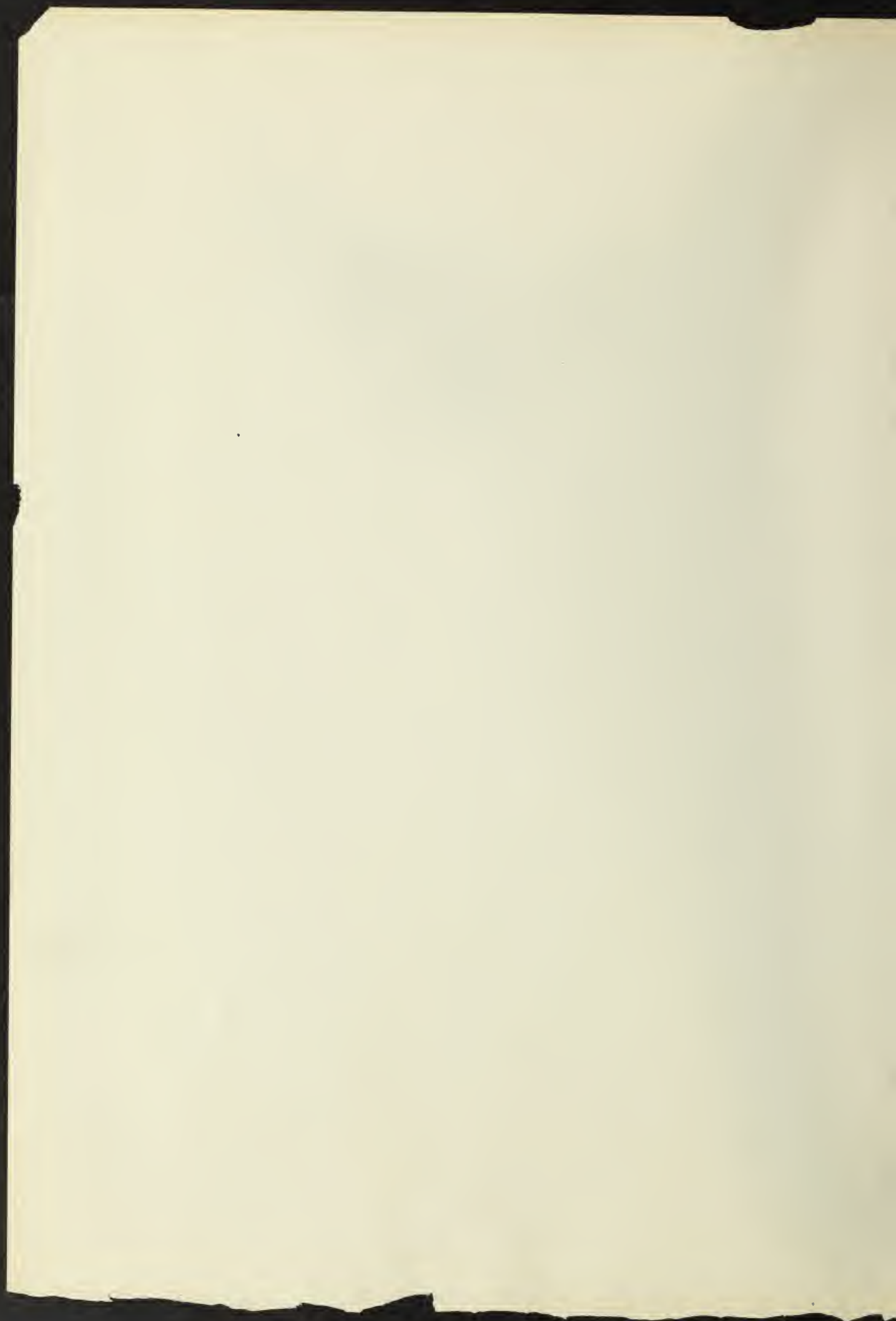
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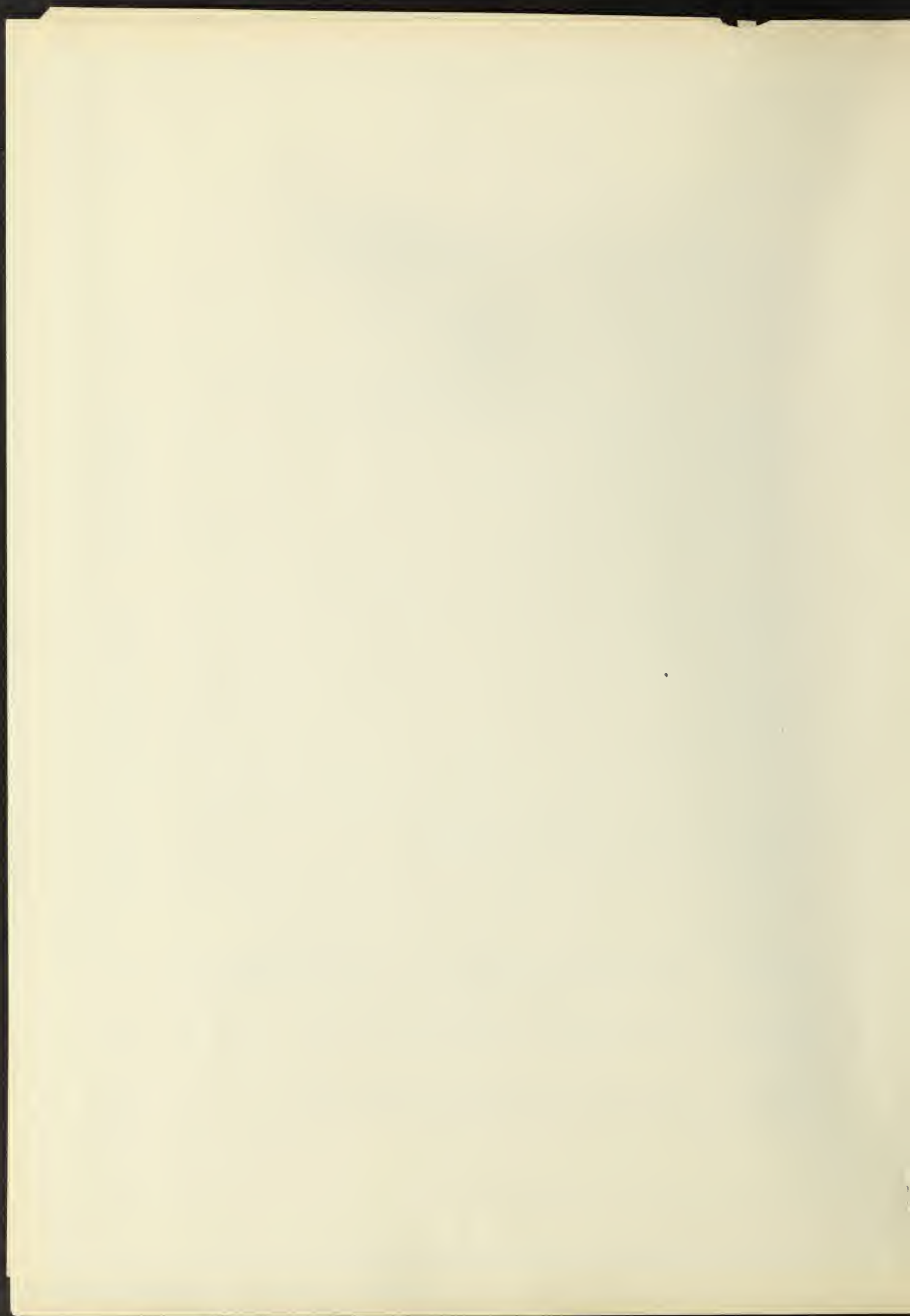


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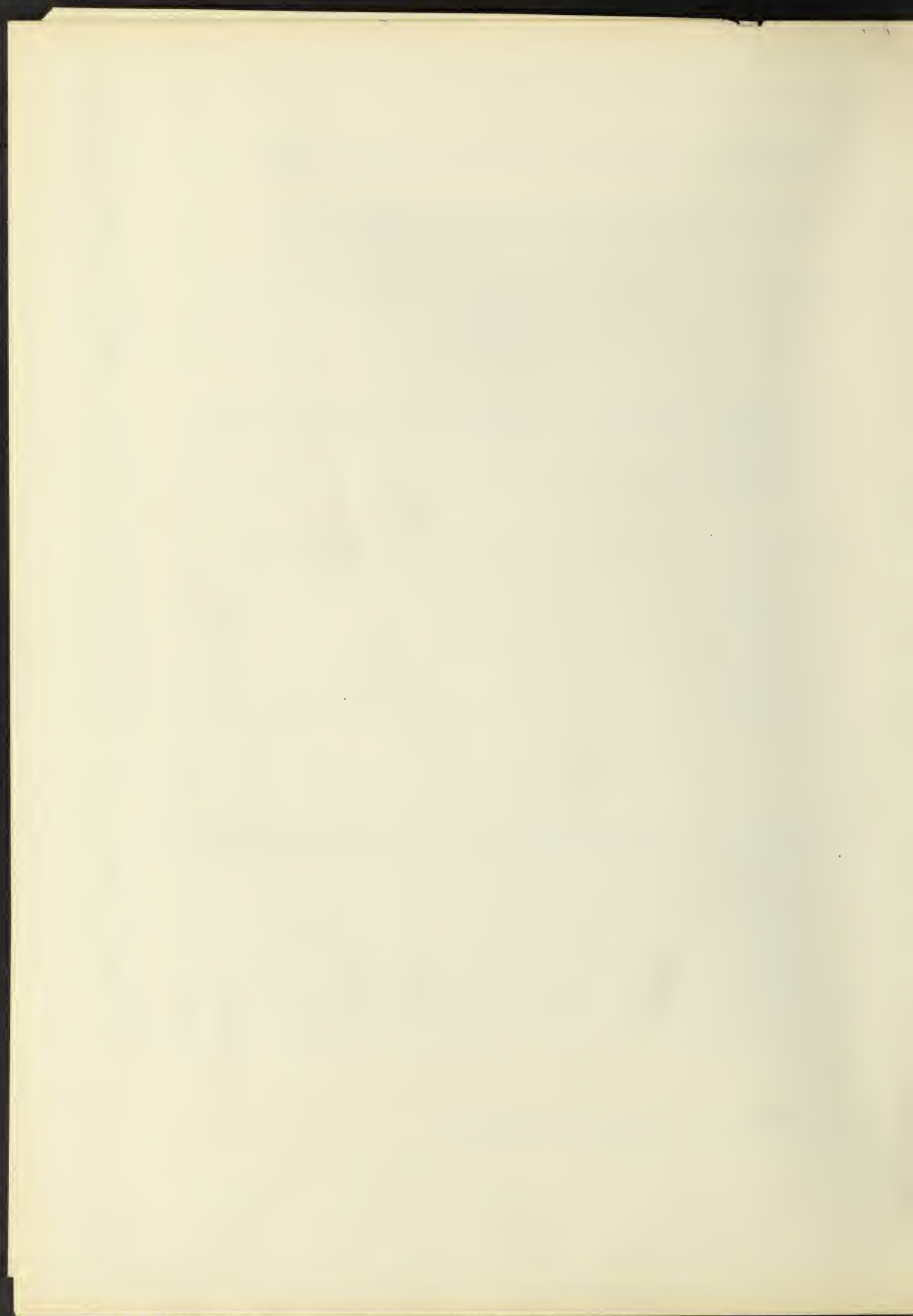


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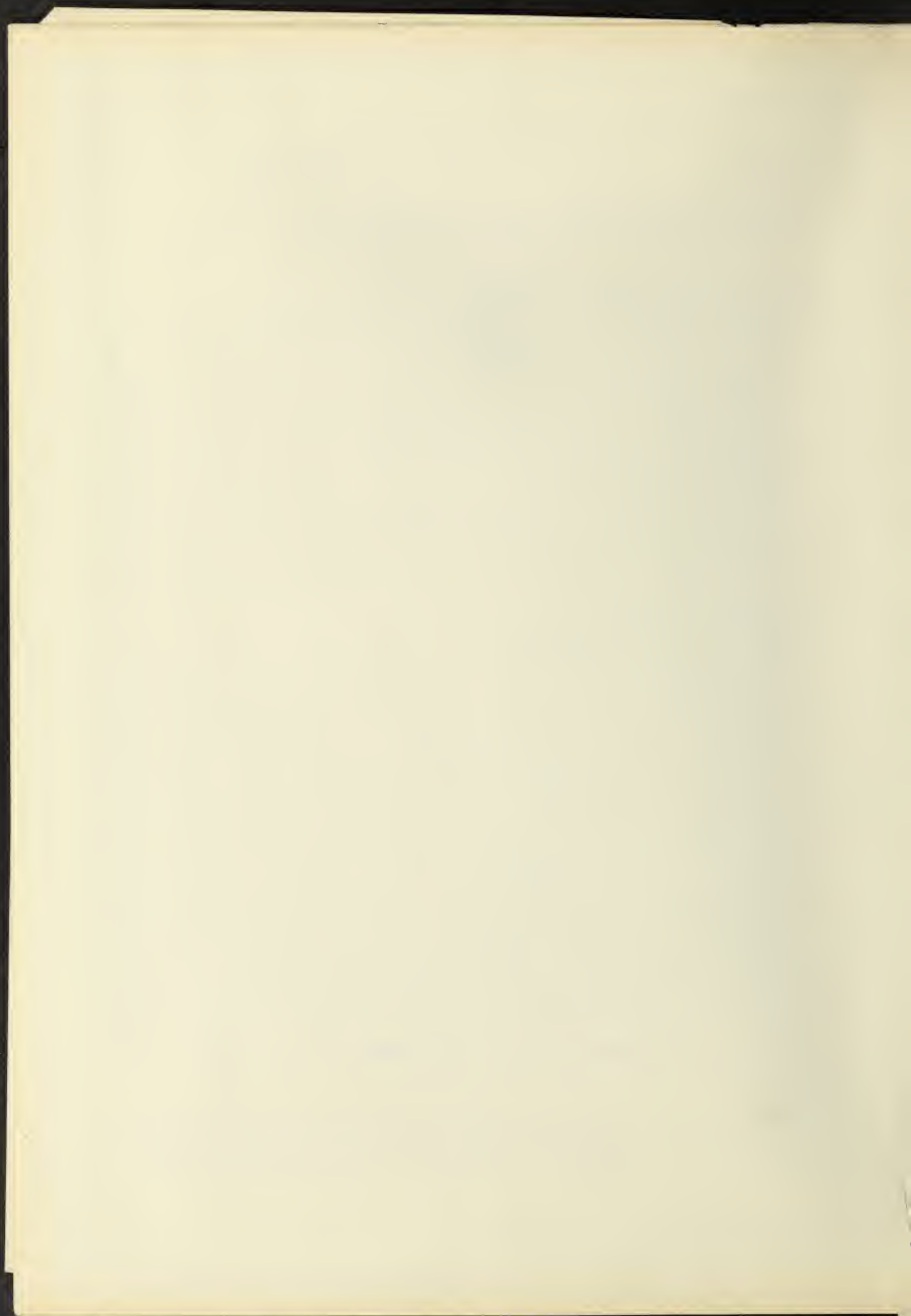
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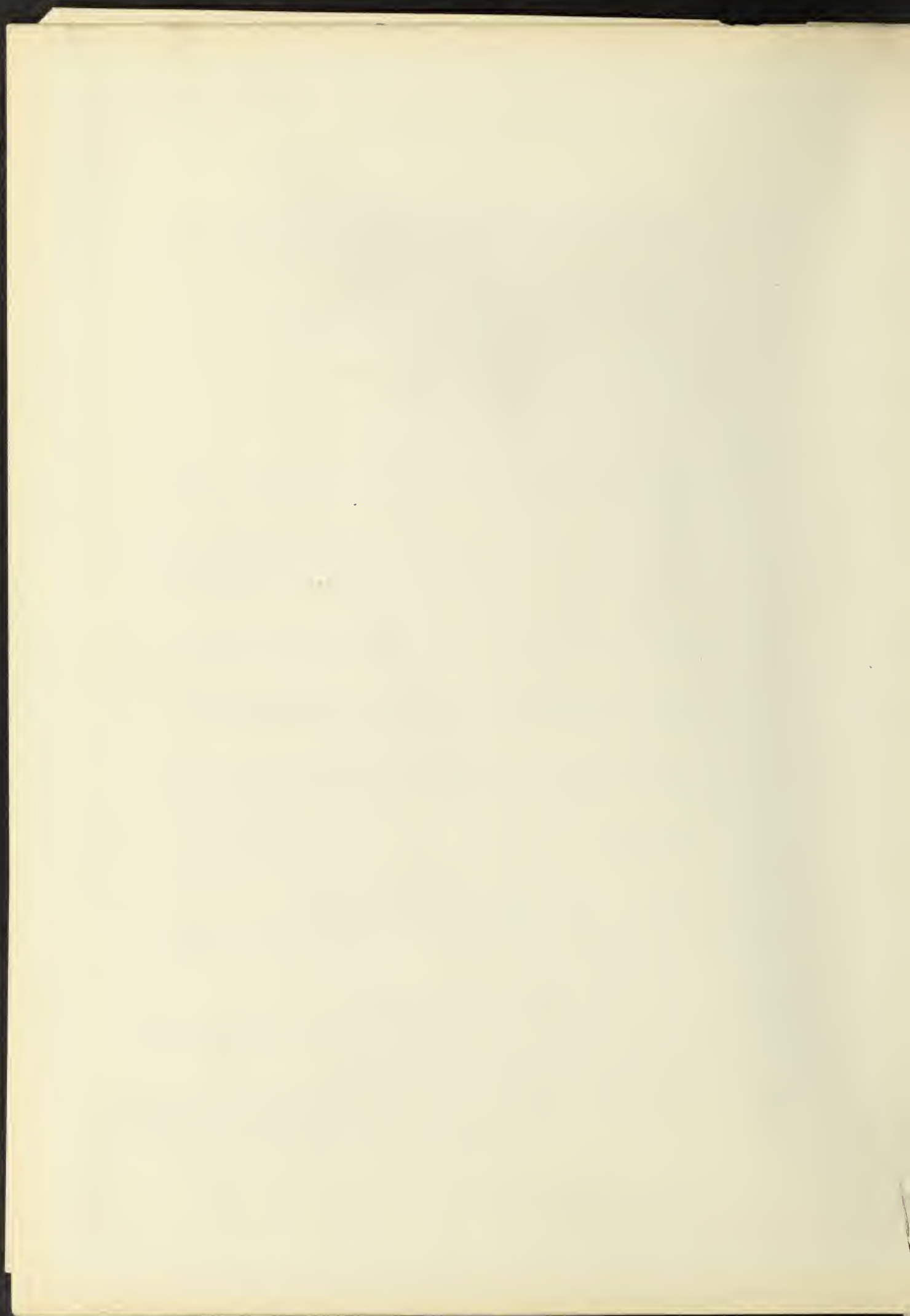
- * Frontispiece - Schematic Track Diagram, Initial Belt Line.
- * Exhibit 1 - Typical Section of Development, N. Side District
- * Exhibit 2 - Typical Block Plan and Track Layout of District.

*See following Exhibits 9 and 11.

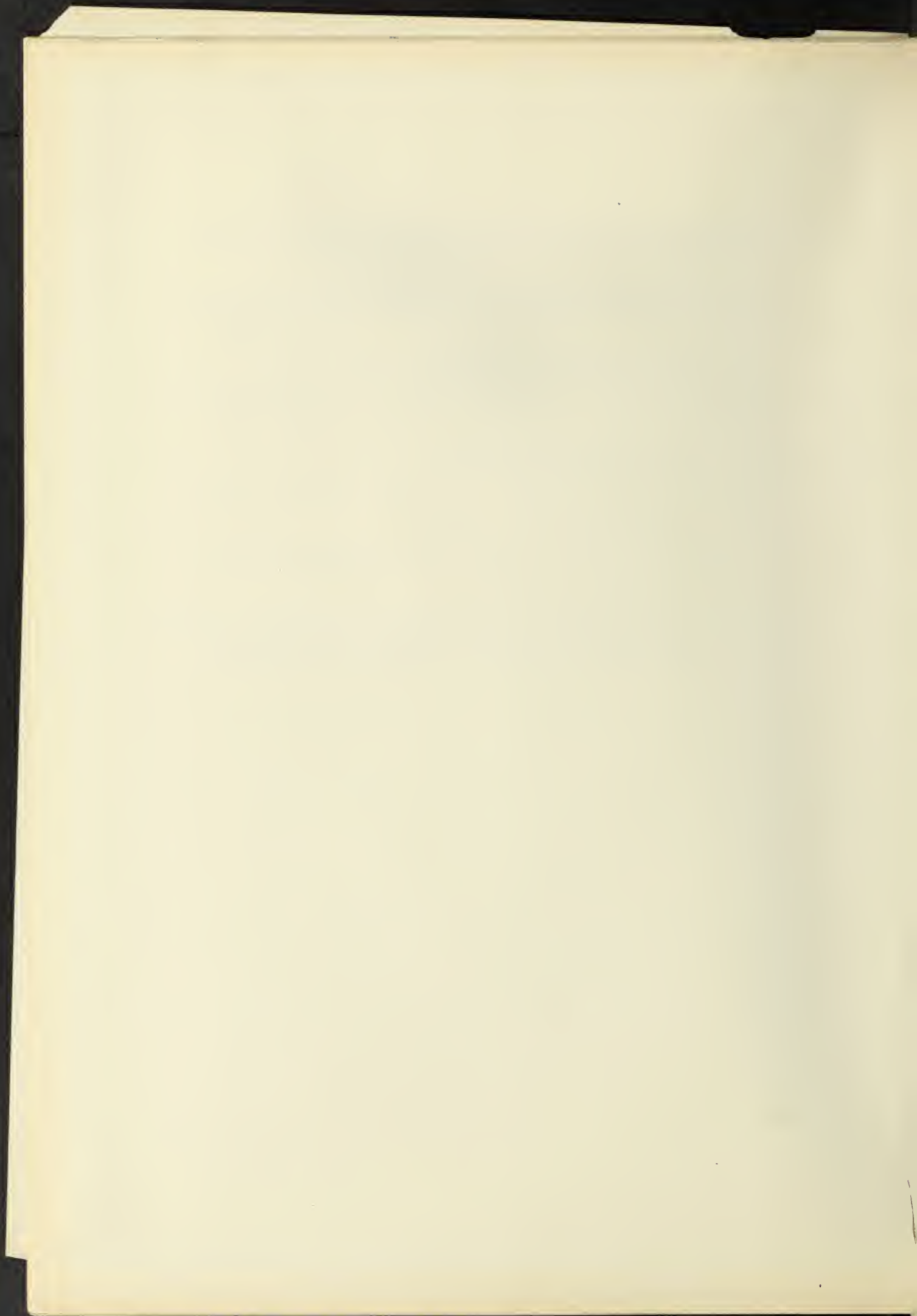


EXHIBITS ACCORDING TO REPORT.

- Exhibitions: Schematic Diagrams, Final Track Plan, showing present and proposed future development.
- Exhibit 1. Map of Lower Michigan, showing 13 existing railroad systems in color.
2. Diagram - Growth of building permits.
3. Growth of Bank Clearings.
4. " " Population.
5. " " Assessed Valuation.
6. Curves showing density of train traffic across Saginaw Street.
7. Diagram of Vehicle Traffic across Saginaw Street.
8. Sketch showing suggested change of switch layout in P.M. track at Water Street.
9. Track Layout A - East Side Industrial District - NO central tracks or yards.
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11. Typical section of East Side development - Plan A - with Electric line along Western Road.
12. Proposed Chevrolet cut-off curve for West Side freight traffic.
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14. Industrial development of Thread Creek Bottoms - Ultimate Plan.
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16. Condensed Profile, Grand Trunk Railroad, main line.
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- A-12. Union Station Plans:
Railroad Elevated along present lines with separate stations:
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1940



MEMBERS OF THE CITY PLANNING BOARD

CITY OF FLINT, MICHIGAN.

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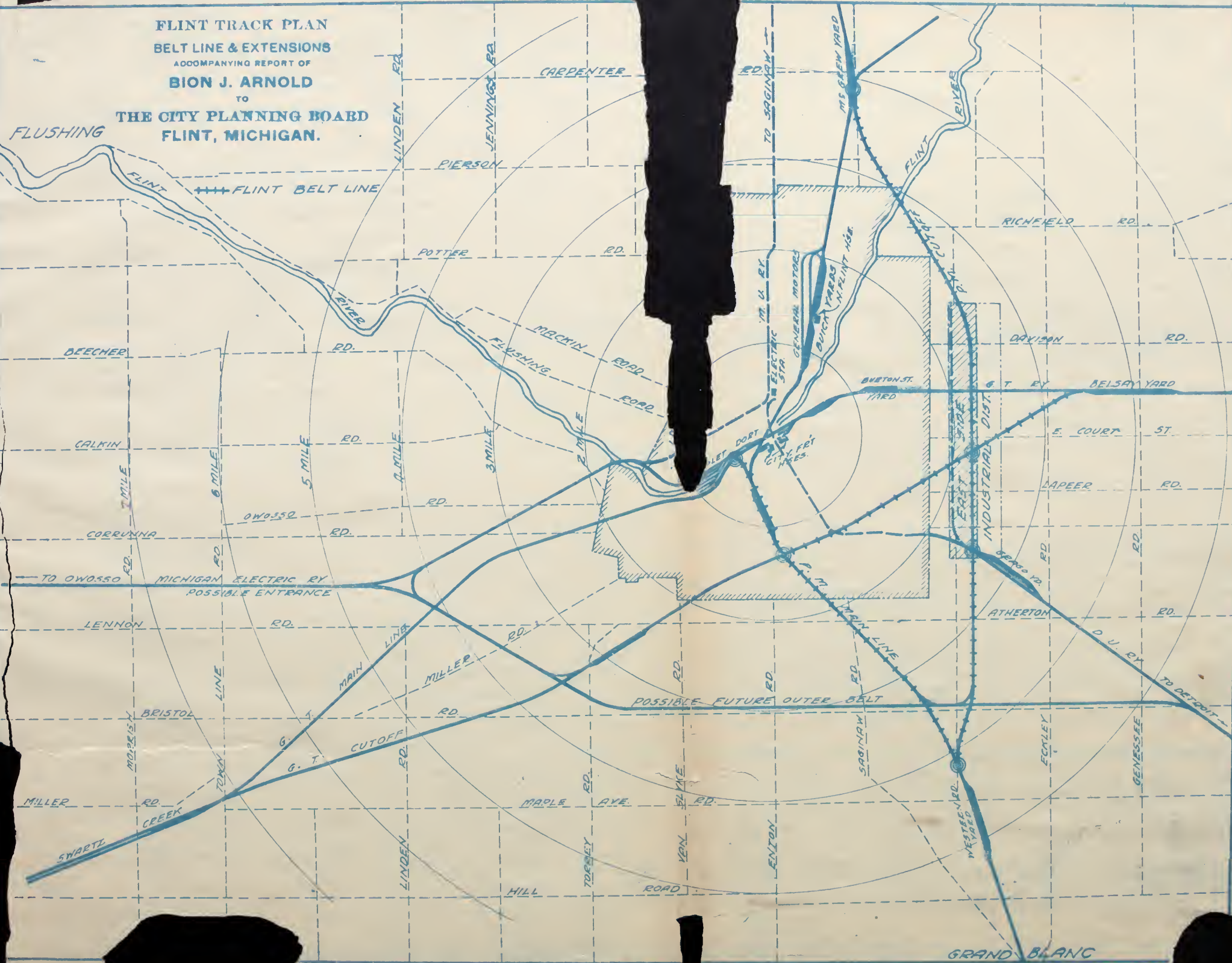
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BION J. ARNOLD
105 SOUTH LA SALLE STREET
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LETTER OF TRANSMITTAL.

AUG 30, 1919.

To the Mayor and
Members of the City Planning Board,
City of Flint, Michigan.

Gentlemen:

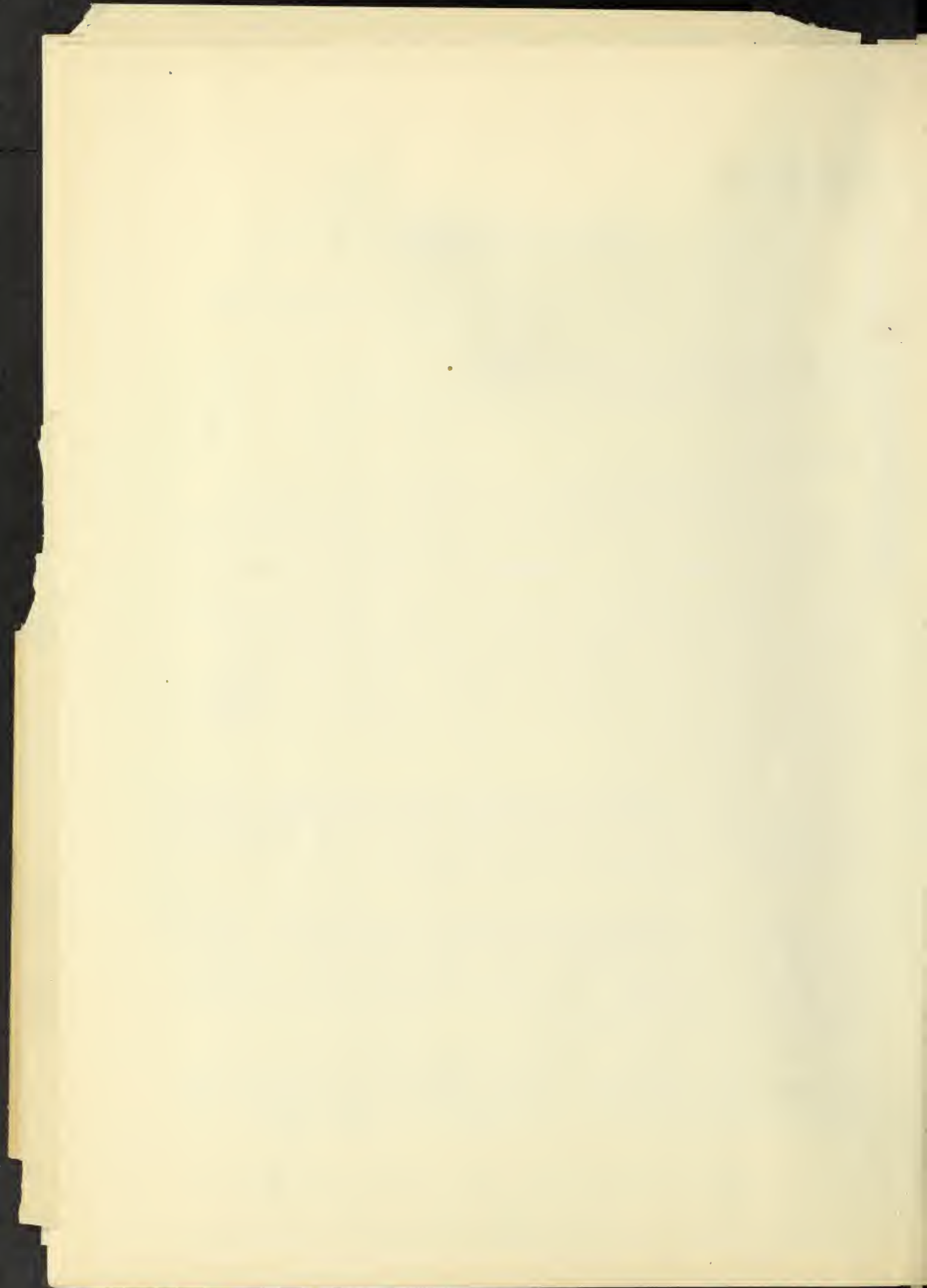
In accordance with the request of Mr. J.D.Dort,
Vice-Chairman of your City Planning Board, authorizing me to
undertake a study of the transportation requirements of your
city, I beg to hand you herewith my report upon the subjects
submitted to me for consideration under the terms of the
contract between your Board and myself. The essential re-
quirements of this contract as stated therein are indicated
by the following excerpt:

"(a) A study of the steam railway traffic, terminal,
interchange and switching situation, especially with regard to
the industries requiring spur track service, also the relative
demands for house and team track service and the possibilities
of further co-ordinating railroad facilities.

"(b) Ways and means of securing relief from the pres-
ent shortage of shipping facilities in such a manner that the
solution recommended will be reasonably permanent as far as
the track plan is concerned, which plan will make provision
for future enlargement of industrial operations with the in-
tention of avoiding the recurrence of the present embarrass-
ments in shipping facilities.

"(c) A study of the requirements of existing and
probable future interurban lines, utilizing the present lines
and developing them where it is practicable to operate them
more effectively, both as passenger and freight lines.

"(d) A plan of development for the existing local
street railway system, in order that as the city grows, ex-
tensions may be made to meet the demands of particular dis-
tricts as required, in conformity with a comprehensive plan,
and that as is often done, without reference to such a plan.

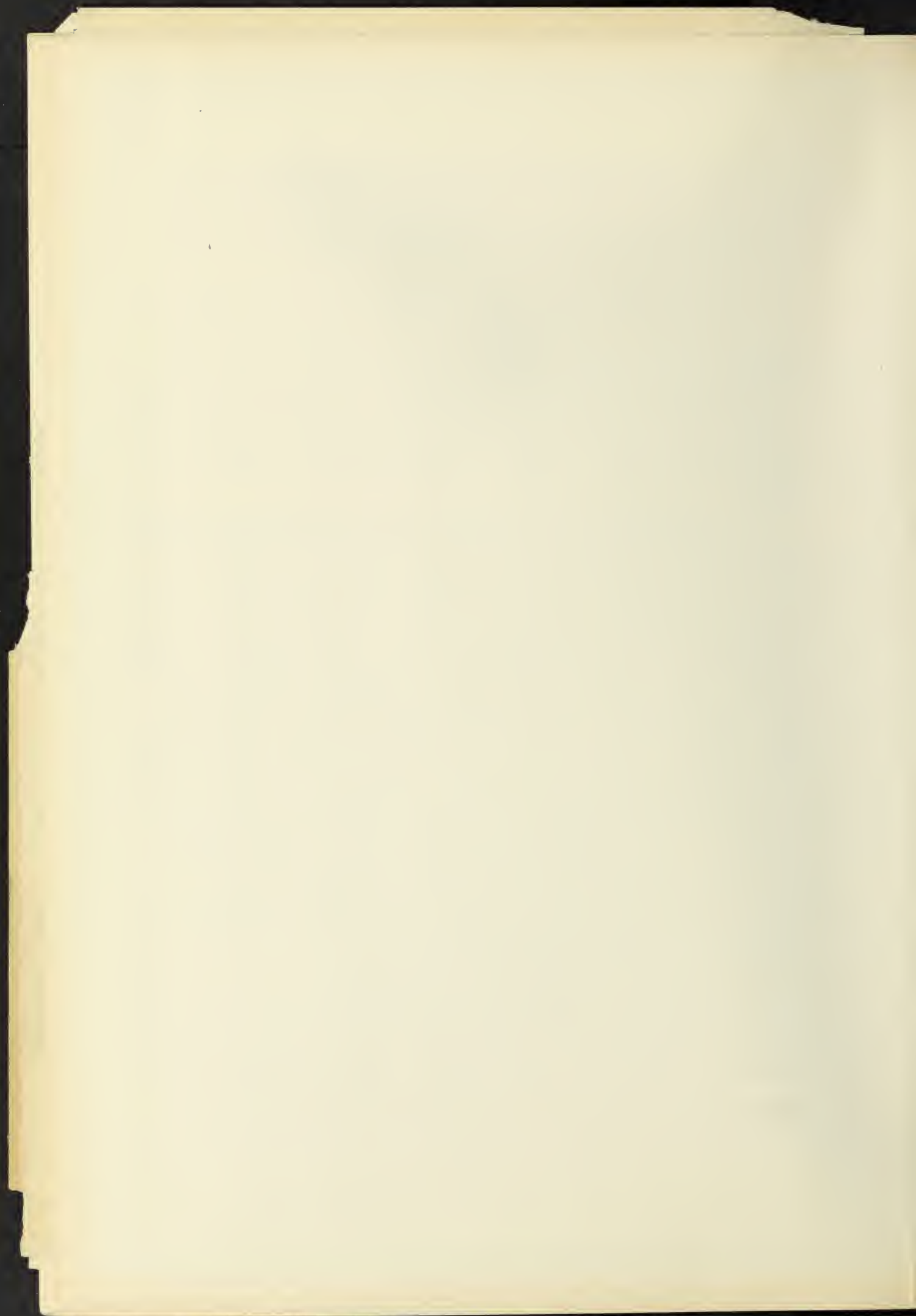


(c) Work cooperation with the City's Engineering
In order that the recommendations of the Flint
Engineering Commission be carried out, it is suggested
that the City of Flint should consider the
employment of a consulting engineer, who will
be in charge of the work.

Readily speaking, these suggested measures, taken
in connection with a general program of transportation
improvement for your city, which together with a closely re-
lated program of city planning improvement, might furnish a basis
for action from time to time in furthering municipal im-
provements.

In developing this program I have familiarized myself
with the special problems of your city, both by personal in-
spection on the ground at various times and through the work of
my Engineering staff in charge of Mr. J.R. Hibbins, my principal
assistant on this class of work; and, in accordance with the
spirit of the contract, this work has been carried out in co-
operation with Mr. John Helen, your specialist in City Planning,
through numerous conferences in Flint, Chicago and the East.
Particularly, I have endeavored to make as definite recom-
mendations as possible consistent with the general plan
presented, by which you might proceed definitely from time
to time with your municipal improvements.

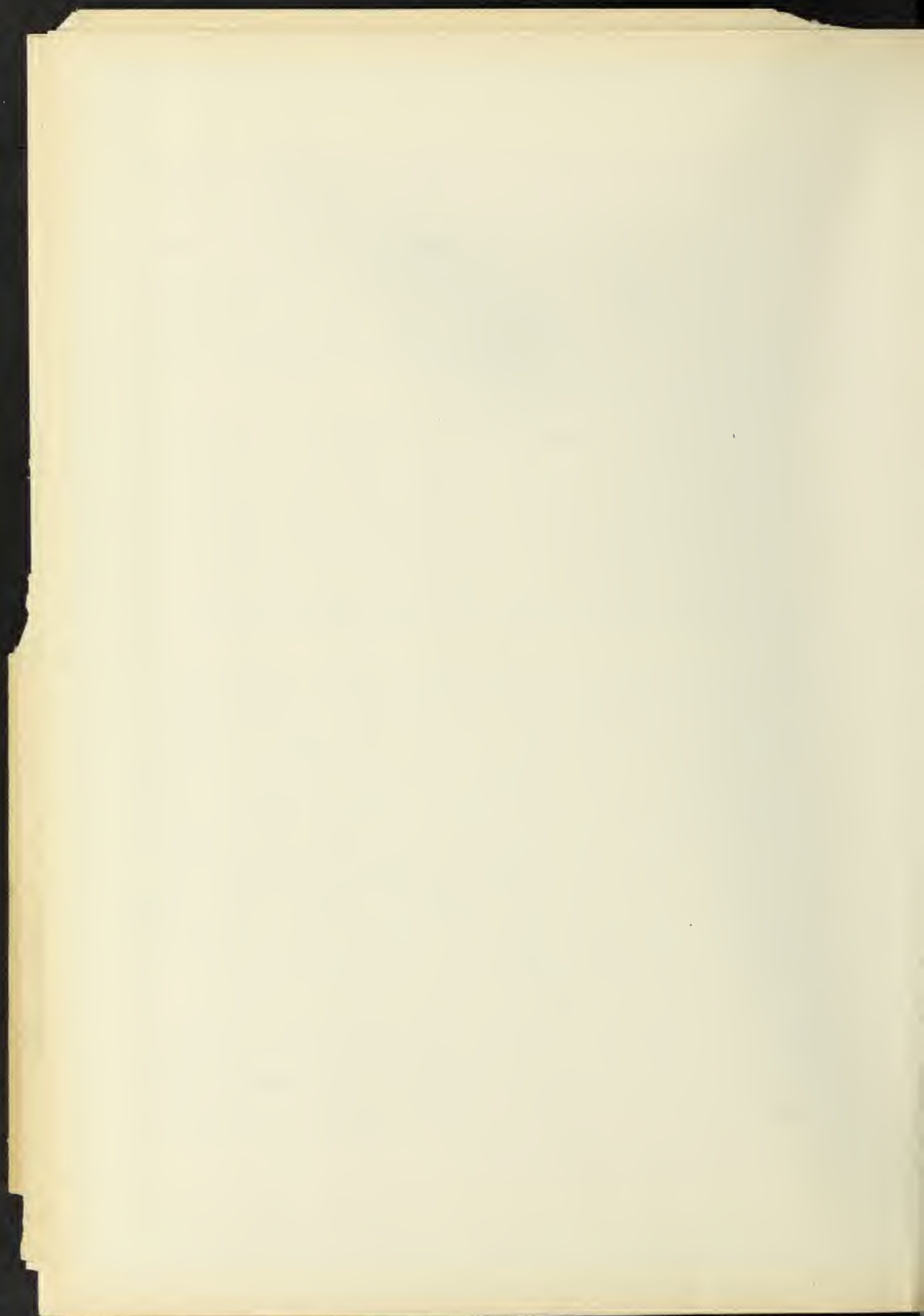
The essential problems involved appear to have sprung
from the extraordinary industrial growth of the City of Flint,
the consequent difficulty experienced by the railroads in pro-
viding additional facilities fast enough to keep up with this
growth, particularly during the exceptional period of war time,
and the desire on your part to provide intelligently for fur-
ther industrial growth under conditions which would insure the
most economical and adequate transportation.



vice. An important step has been taken by your public spirited citizens under the leadership of Mr. Dort, in organizing the proposed "Eastside Industrial District", and I am glad to say that no better example of foresight has come to my knowledge than this action of pre-empting the large areas required for such development and carrying the financial burden until the plan could properly eventuate.

The program herein developed embodies the following:

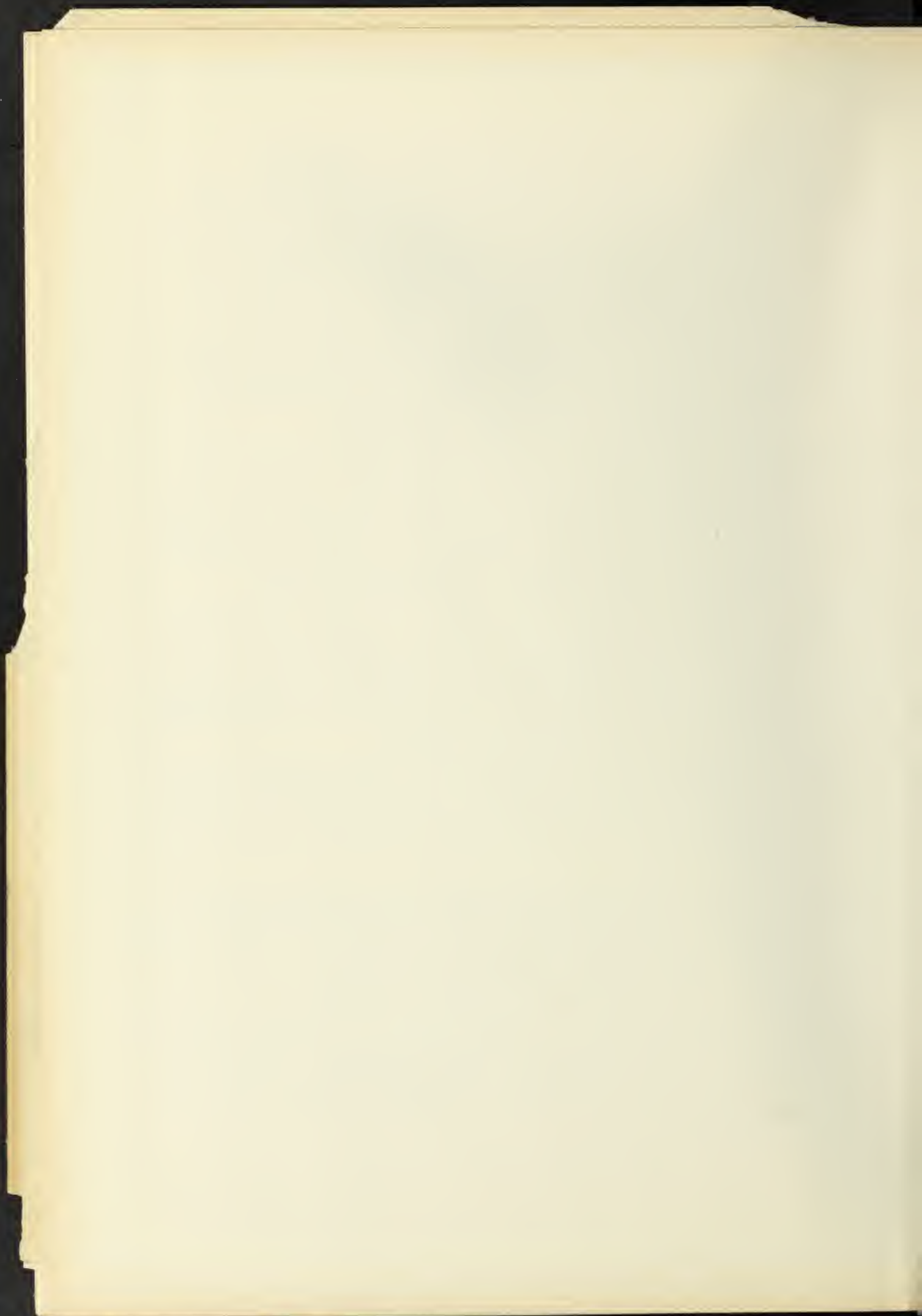
1. Relief of the present railroad main line congestion by the construction of an Eastside cut-off and industrial line and the creation of a new railroad service for the North Flint and other industries.
2. The perfection of arrangements whereby these railroad improvements may be instrumental in developing the Eastside Industrial District for future city expansion and under conditions whereby the City of Flint may establish an industrially controlled railroad right-of-way open to all comers, forming the nucleus of a future Public Belt Line operating strictly as a neutral agency from which impartial freight service could be secured by all the industries tributary thereto.
3. Rearrangement of railroad interchange and switching by means of which the interference with normal street traffic on Saginaw St. may be reduced to a minimum or eliminated altogether.
4. Construction of switching facilities whereby freight classification may largely be carried out beyond the



limits of the settled districts of the city.

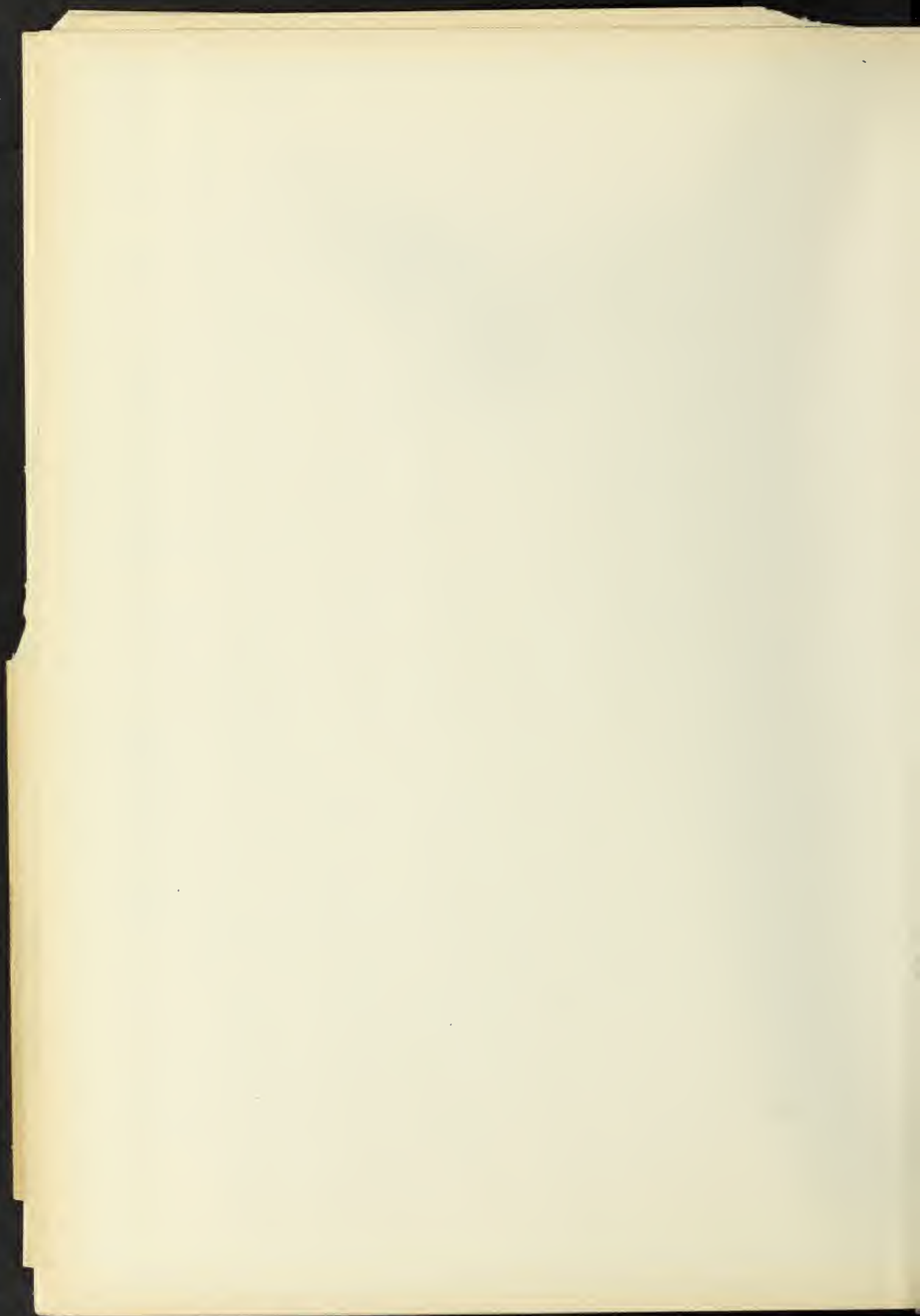
5. Rearrangement of electric-interurban routing and service whereby through freight may be handled off the principal city thoroughfares and possibly also through passenger service whenever desirable.
6. Provision of suitable interurban entrances to the City of Flint for other roads and the grouping of both passenger and freight facilities.
7. The adoption of a general City Plan to direct the improvements instituted by the city authorities from time to time so as to preserve a harmonious development for both civic and transportation needs.
8. Future development of a Public Service Belt Line so as to connect physically the important north, south and eastside industrial districts, and secure maximum facilities for industrial freight.
9. Consideration of possible plans for ultimate grade separation and Union Station development in the heart of the city.
10. Proper development of Thread Creek bottoms and related thoroughfares; also the Chevrolet bottoms, southside flats and the Flint River frontage.
11. Consideration of a street railway, or Transit Plan to which future extensions might reasonably conform, especially with reference to suitable radial lines and cross-town routes.

Aside from but related to the matters above enumerated there has arisen also the possible problem of charter revision



and the specific matters which should properly be included in your proposed charter. Ordinarily a charter is to be construed as purely an enabling act by which the public authorities are to be governed. It is only the machinery by which the city government operates. It seems therefore that the statement of principles rather than details should find their proper place in such a charter and it is upon this assumption that the conclusions presented in this report are based. In other words, the charter, in my judgment should state civic policies and organization rather than an exact rigid program from which the authorities might not be permitted to depart in some particulars, should eventual developments make it desirable to do so.

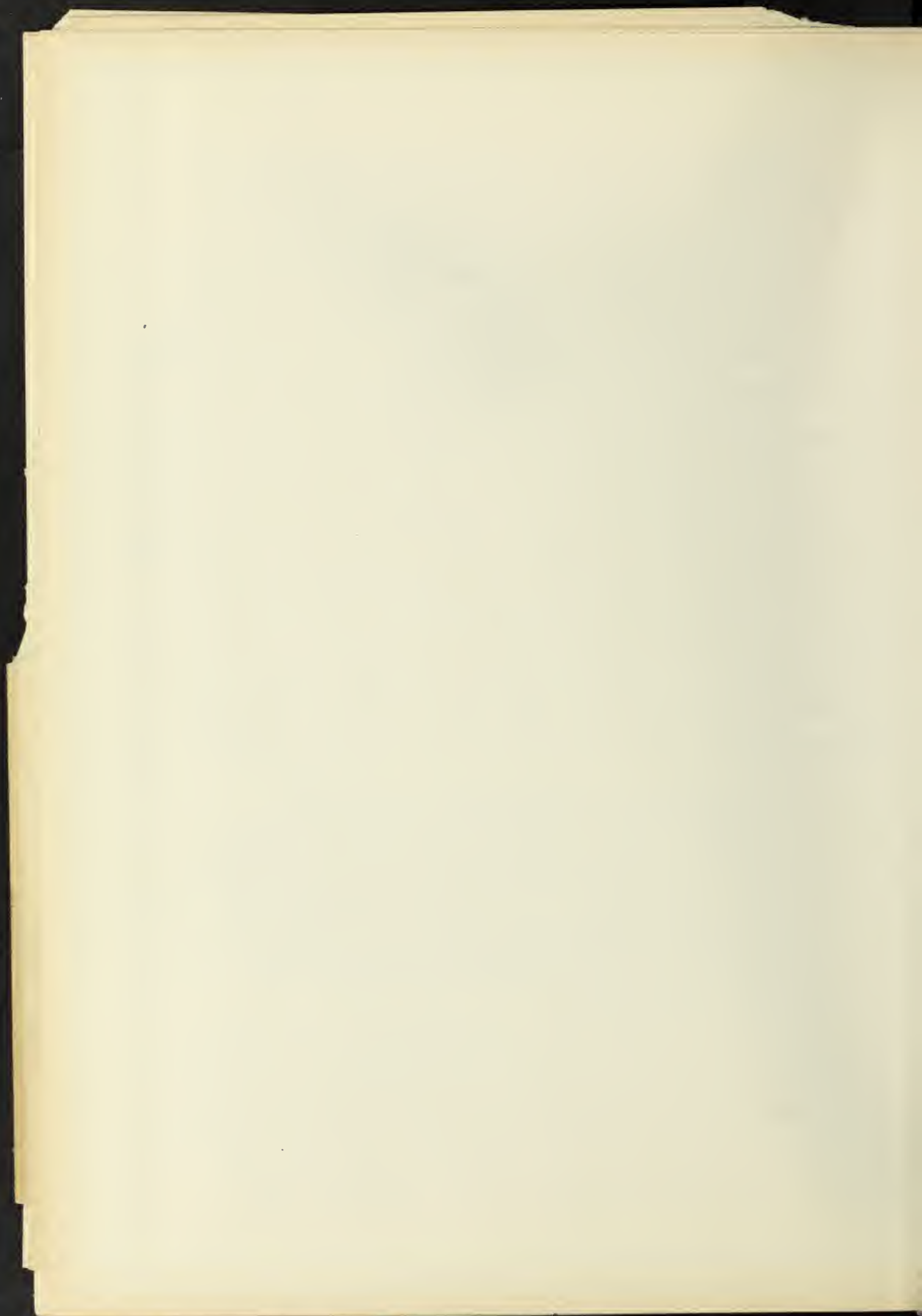
An important phase of the work which I have carried out in Flint has been the study of proper entrance facilities for the Flint and Great Lakes Railroad Co., a corporation associated with and to be operated by the Detroit United Railway in connection with its interurban service. A number of conferences have been held, including appearances before the Michigan State Railroad Commission, and a definite alignment for this new railroad entrance, based upon detailed surveys, was approved by me on October 29, 1917, and submitted to the Commission. Owing to conditions beyond our control, this plan was later challenged and the situation re-studied in its entirety, following which a supplemental report, analyzing this problem from its various angles was submitted to all parties interested under date of August 31, 1919, including the Michigan Railroad Commission. This supplemental report, reaffirming the location formerly recommended, is approved by me and is included in the report in general.



Subsequently, with the termination of the war, the necessity arose for reviving consideration of the Pere Marquette cut-off and the Flint Belt line. After a series of conferences with the parties concerned, three Belt Line propositions were developed and submitted for consideration on May 16, 1919, these being designated as Plans X, Y and Z respectively, and designed with the object of constituting the Great Lakes Railroad, all roads combined, or, as proposed, the Pere Marquette Railroad, as the agency through which the Belt Line would become a reality. A supplemental contract agreement to be entered into by such agency formed an essential part of each plan and the terms thereof, outlined in this preliminary report, hereto appended, appear to me sufficiently explicit to secure, in fact as well as in principle, the universal neutral switching service contemplated in my report as an important foundation stone upon which the future industrial city should be erected. Quoting:

"The object has been to secure a fair and equitable working agreement suited to the present desire of the City of Flint for immediate action and still sufficiently flexible so as to enable the Belt Line Plan to be expanded gradually into the broad modern conception of city Terminal service, under economic conditions so stable as to render it a matter of complete indifference whether the terminal property is financed and operated by one or more railroads, by the City of Flint, or by the industries."

In the present state of development, I feel confident that if the operating agency (most logically, the Pere Marquette Railroad), will accept and carry out in good faith the broad principles laid down in the Belt Line Plan, the rapid and harmonious development of the industrial city



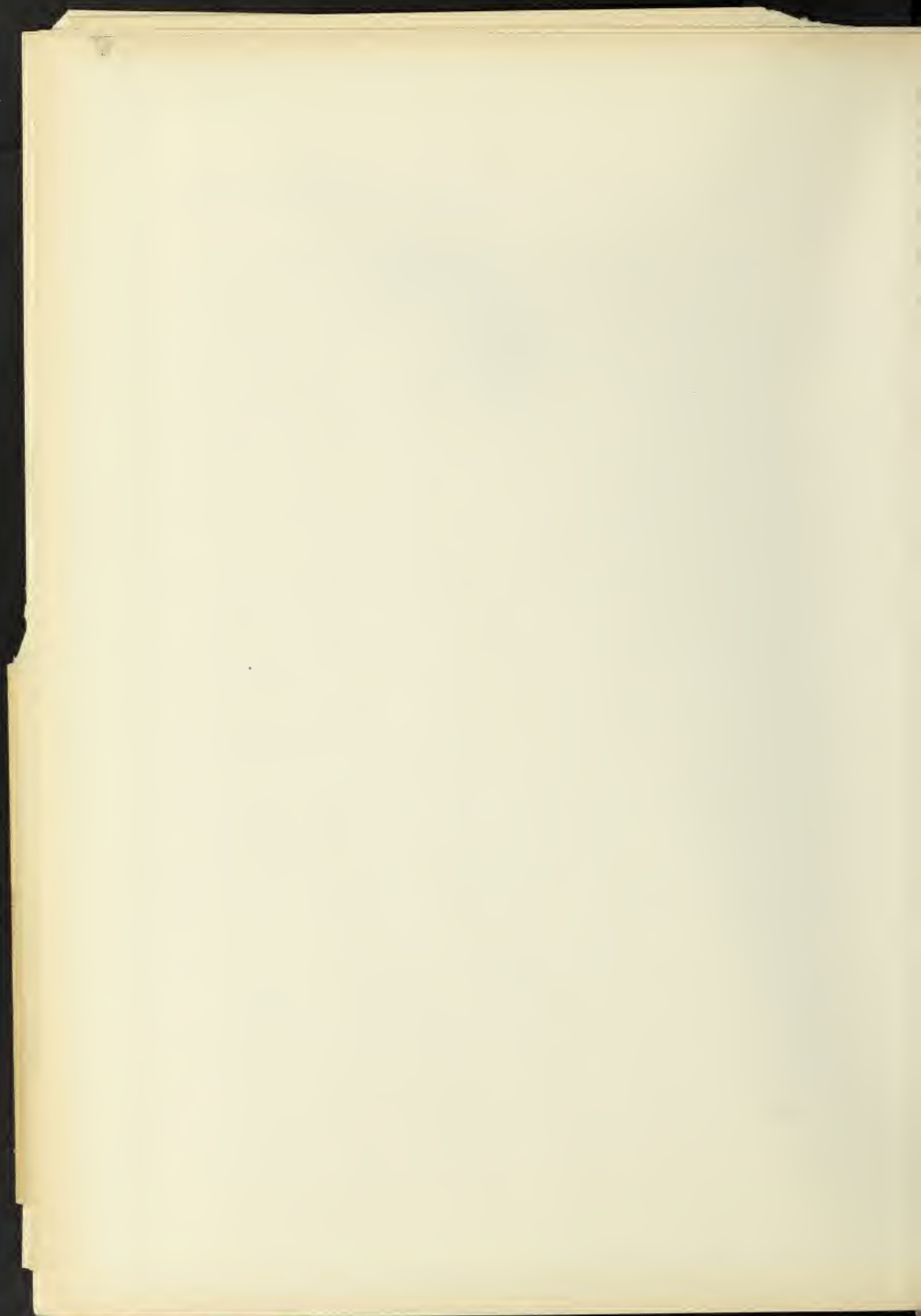
will be assumed as far as the transportation service is concerned.

Further tentative recommendations on Charter Amendments with respect to the City and Transit Plan were submitted and approved, and will be found in the Appendix.

In conclusion, I desire to express my appreciation of your consideration and deference in accepting the interference and delays due to war service directly or indirectly and also to acknowledge the co-operation and assistance which have been most willingly rendered by the members of your Board, the City authorities, particularly Mr. Ezra C. Shoecraft and his engineering staff, the various public spirited men connected with the industries of Flint, and officials of the several railroads. While certain valuable railroad and industrial data requested did not materialize, enough has been obtained to warrant the conclusions presented in this report, and I take pleasure in saying in conclusion, that the active spirit and interest evidenced by many citizens of your City seem to me to promise unusually favorable development in the future.

Respectfully submitted.

Benjamin Arnold

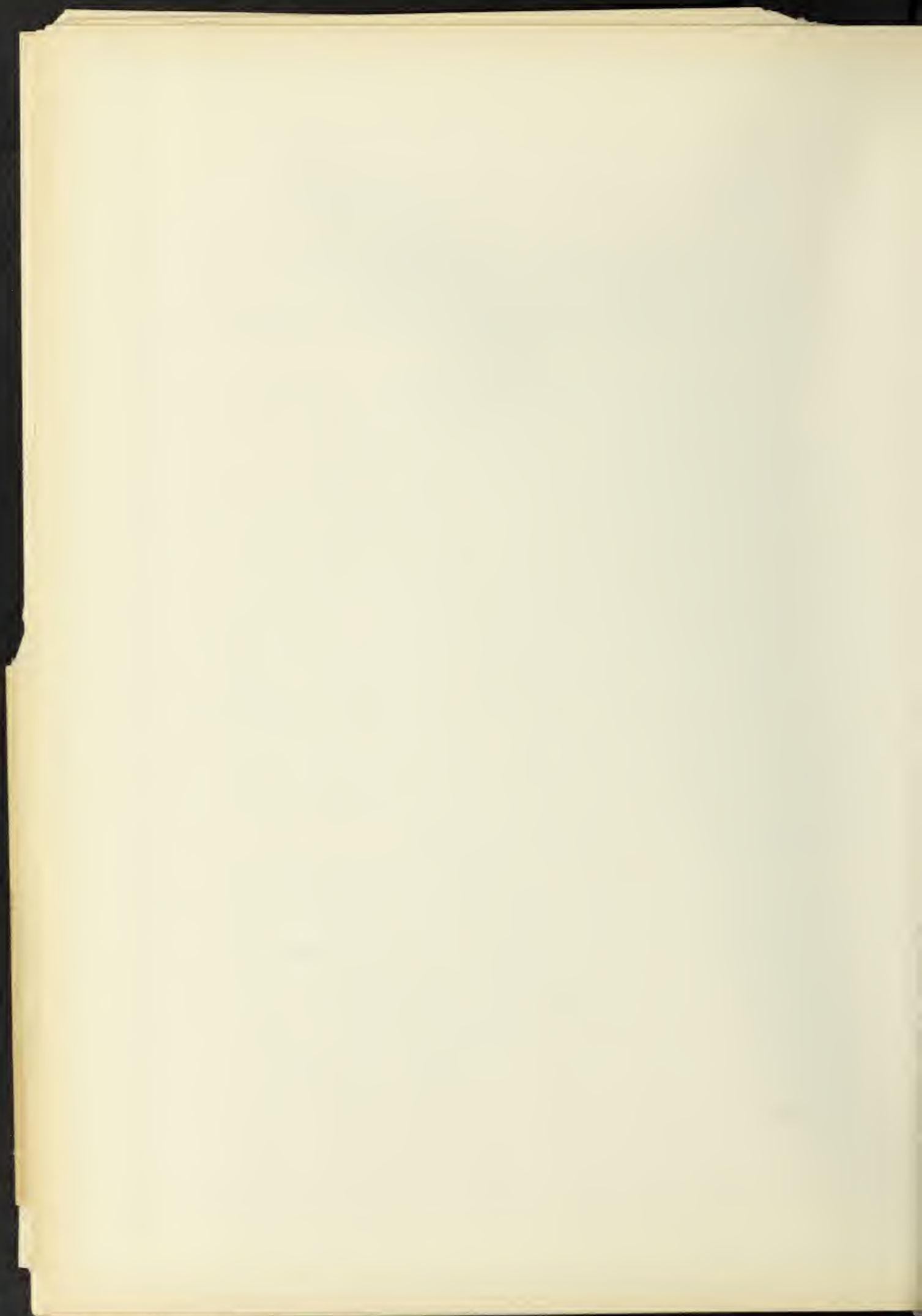


CONCLUSIONS OF THE COMMISSIONERS OF THE DISTRICT

Taking into consideration all of the facts and conditions developed herein from this comprehensive survey of the Flint District the following conclusions and recommendations are made:

1. The extraordinary recent industrial growth of Flint makes it necessary to depend to an unusual extent upon judgment and foresight rather than upon precedent, in providing for the future, as well as for the present city's needs. This is illustrated by the fact that population, factory employees and school attendance have doubled in less than six years, the assessed land valuation, upon which the taxing power of the city is usually based, has doubled in seven years, truck clearing in less than two years; and railroad business in Flint in about 2.5 years, the recent rapid growth having taken place since 1910, chiefly as a result of the expansion in the automobile industry.

2. But extension of local railroad facilities has not kept pace with the city's industrial growth, although such improvements as have been made would have been able to relieve the situation were not the shortage in rolling stock suitable for automobile carriage becoming so acute throughout the country. The problem of rolling stock appears to be a major problem. Hence a satisfactory solution depends to a large degree upon a provision of material as well as of local money and, this can only be solved by (1) building a large

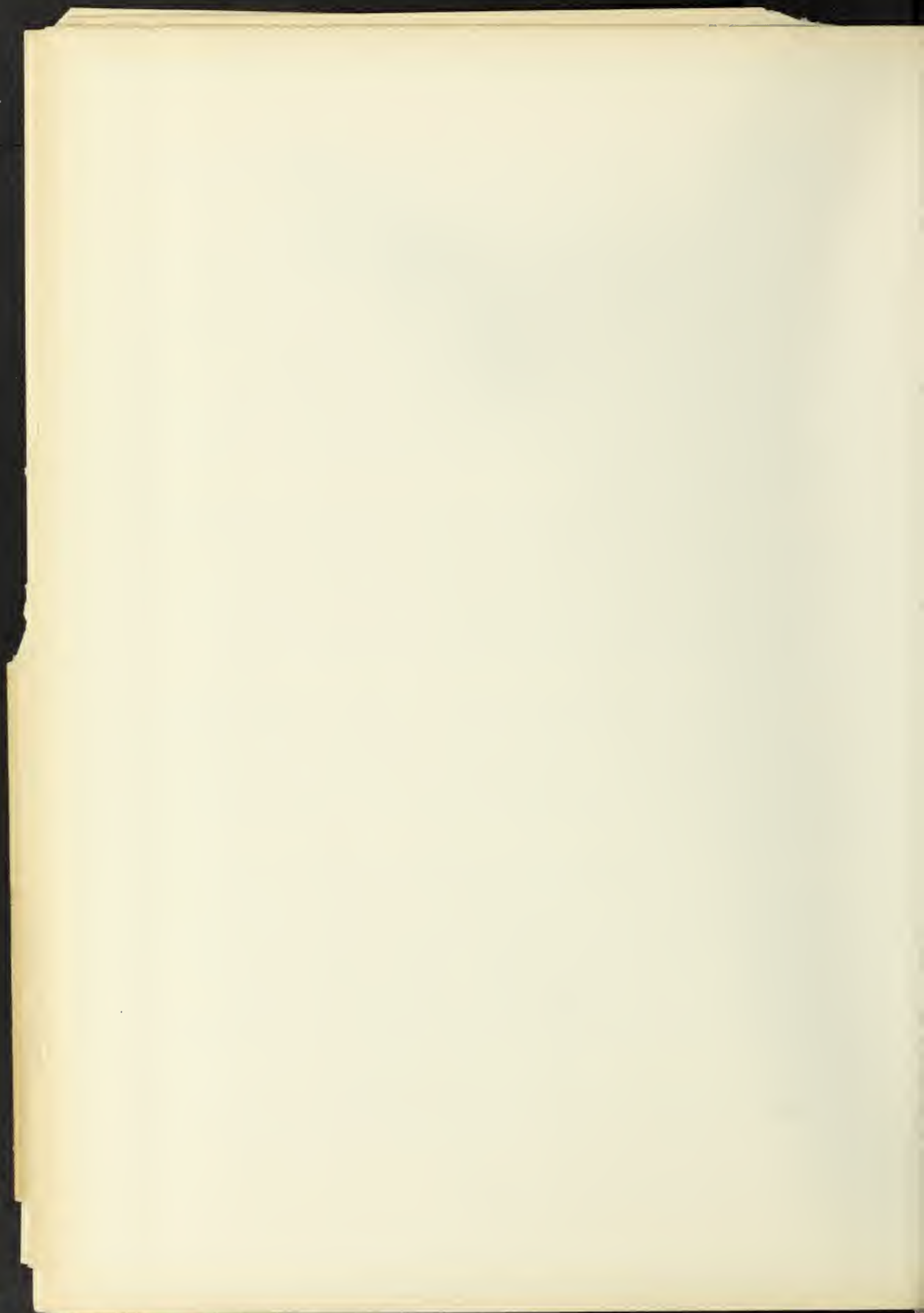


amount of additional rolling stock, (2) giving strict commercial access to their own cars and other equipment of other roads, (3) providing means for using outbound empty cars of standard design for loading automobiles, as attempted before the railroad administration order prohibiting the use of empty flats and hopper-bottom cars for this purpose. Shortage of heavy railroad motive power, especially during the winter months, is also a part of the problem.

3. In view of the above conditions, it is believed that the City of Flint should encourage the entrance of other roads, such as the Michigan Central (New York Central lines), the proposed Detroit United Railway and the Flint and West Lake Railroad entrance, as outlined herein.

4. The valuable service rendered by the interstate transportation in Flint, during the so-called "transition period" of transportation development indicates that one possibility of these interchanges had not been developed as trunk railroads for express and fast freight, as well as for passenger service, and also as connecting links for facilitating the entry of other steam roads, in order to conserve or increase possible the total railroad mileage and investment required for the service of the community.

5. The City of Flint should establish and conduct with proper authority some official body to consider and coordinate all matters of transportation development, with



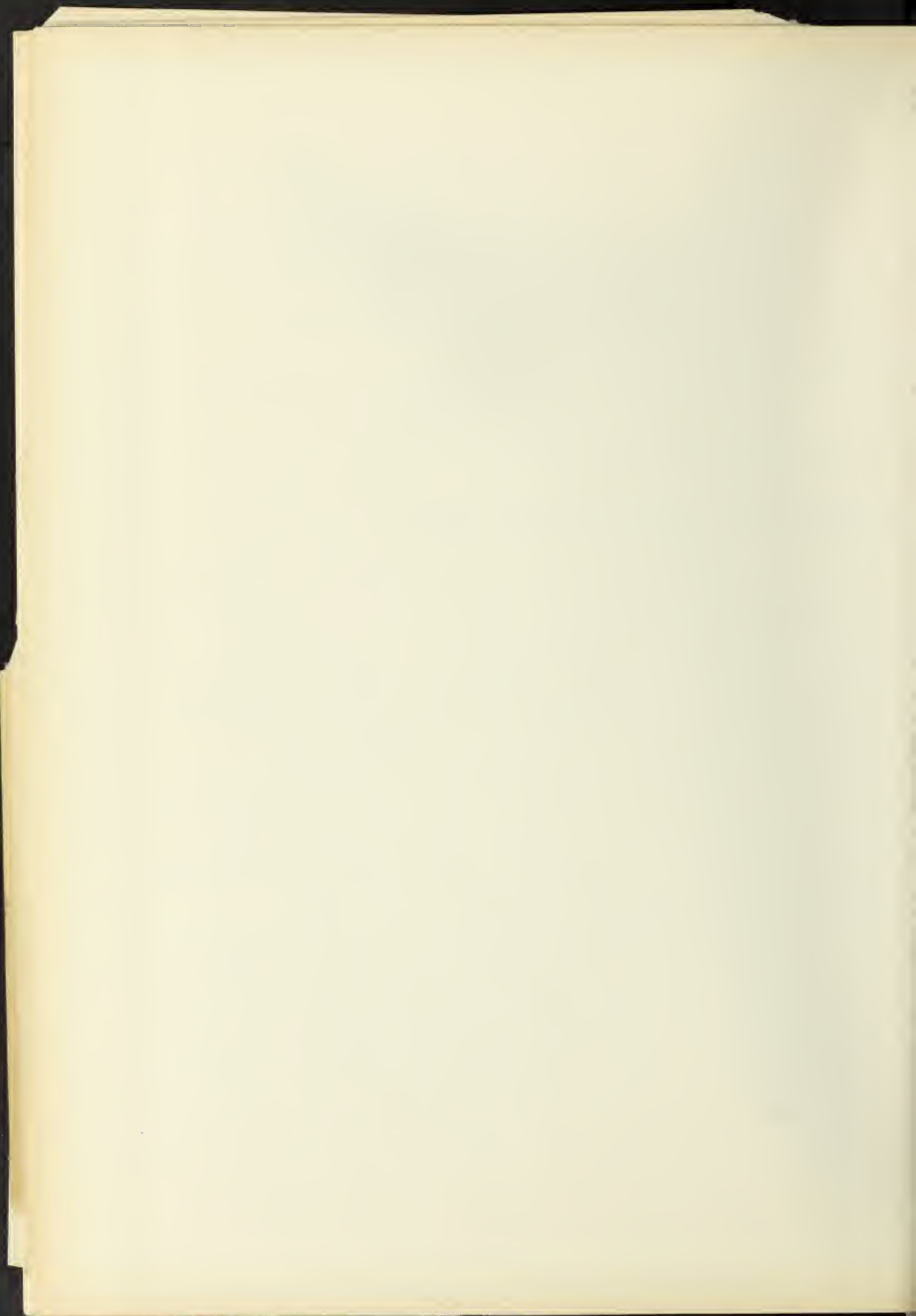
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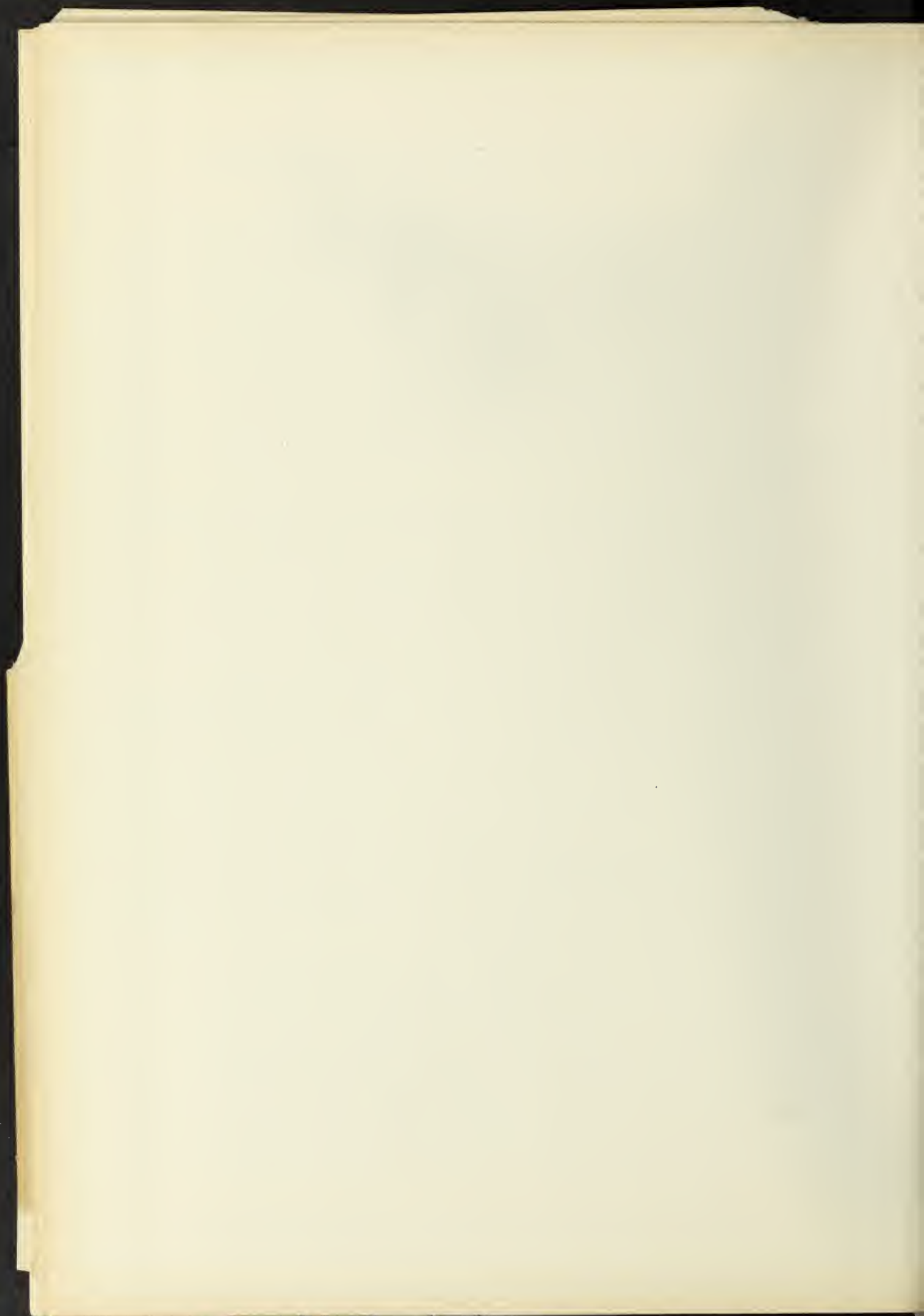
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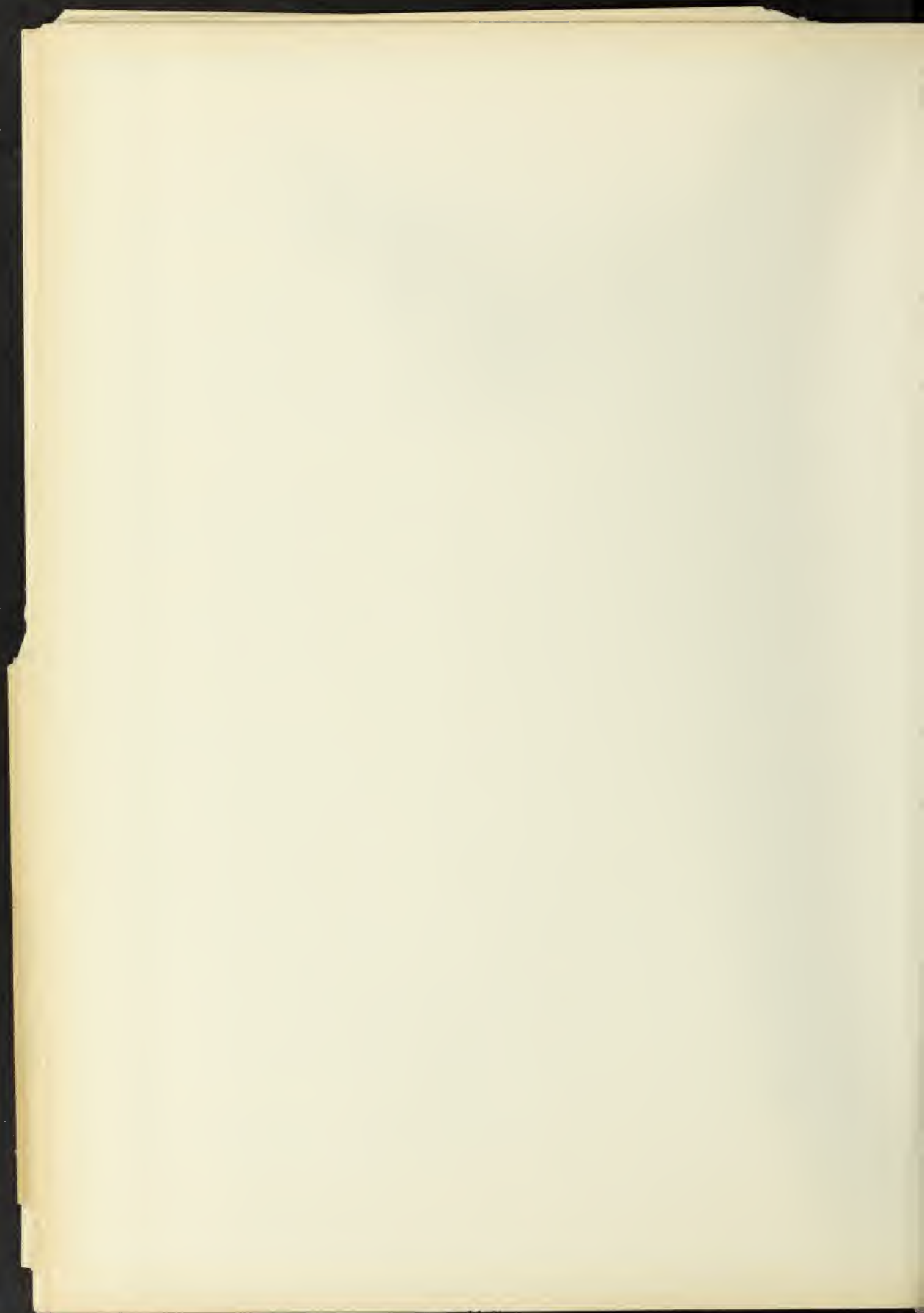
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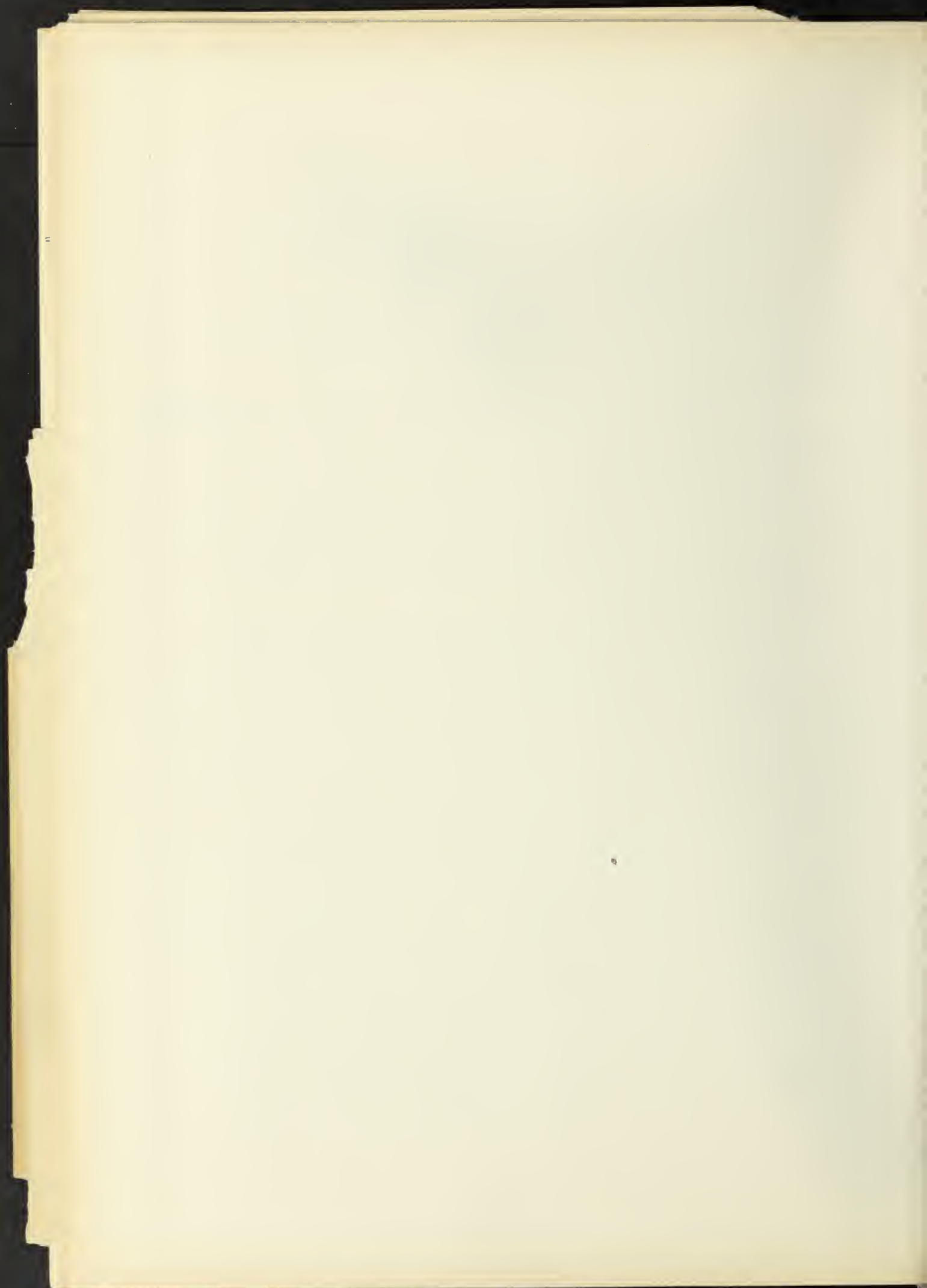
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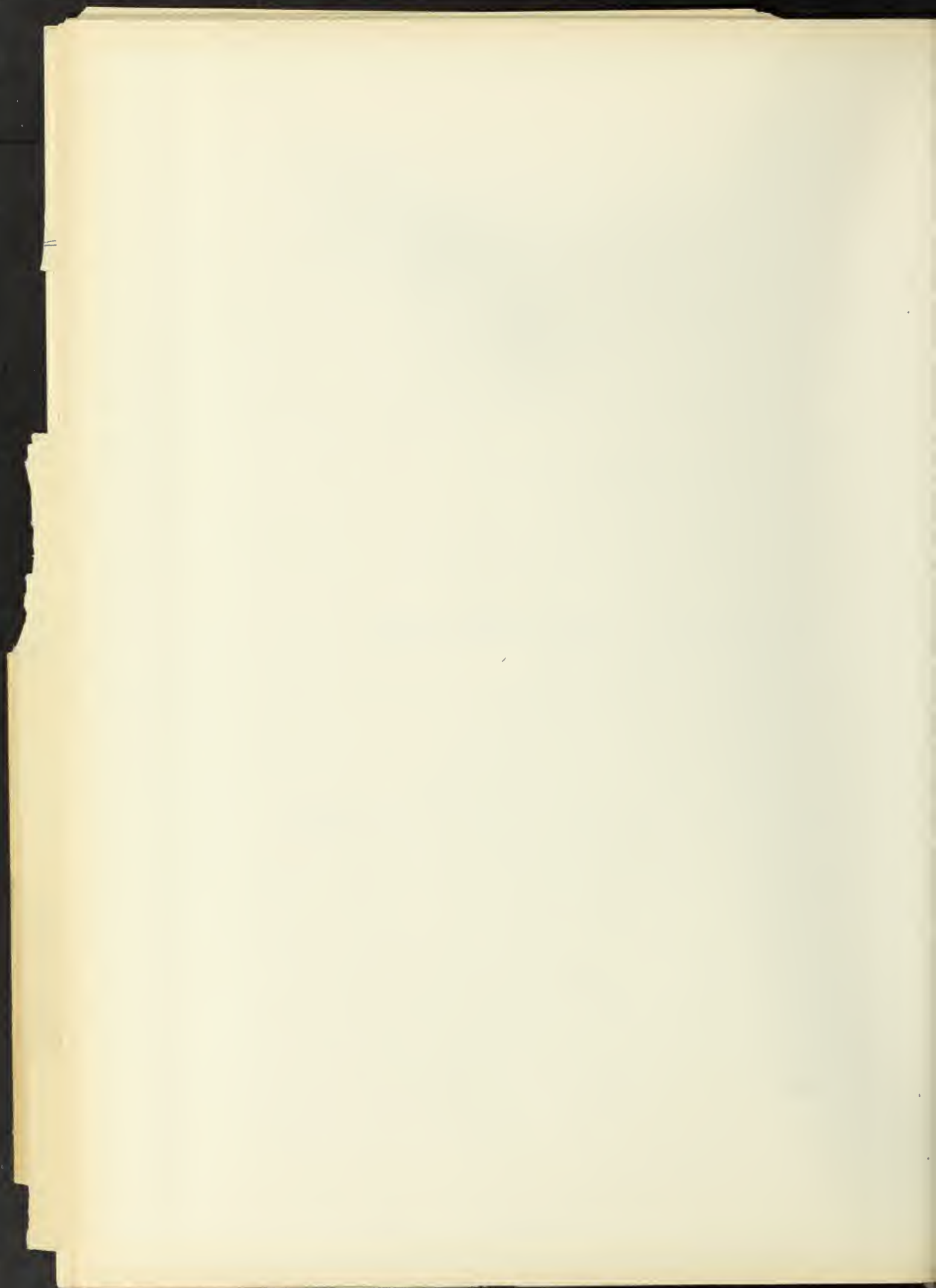




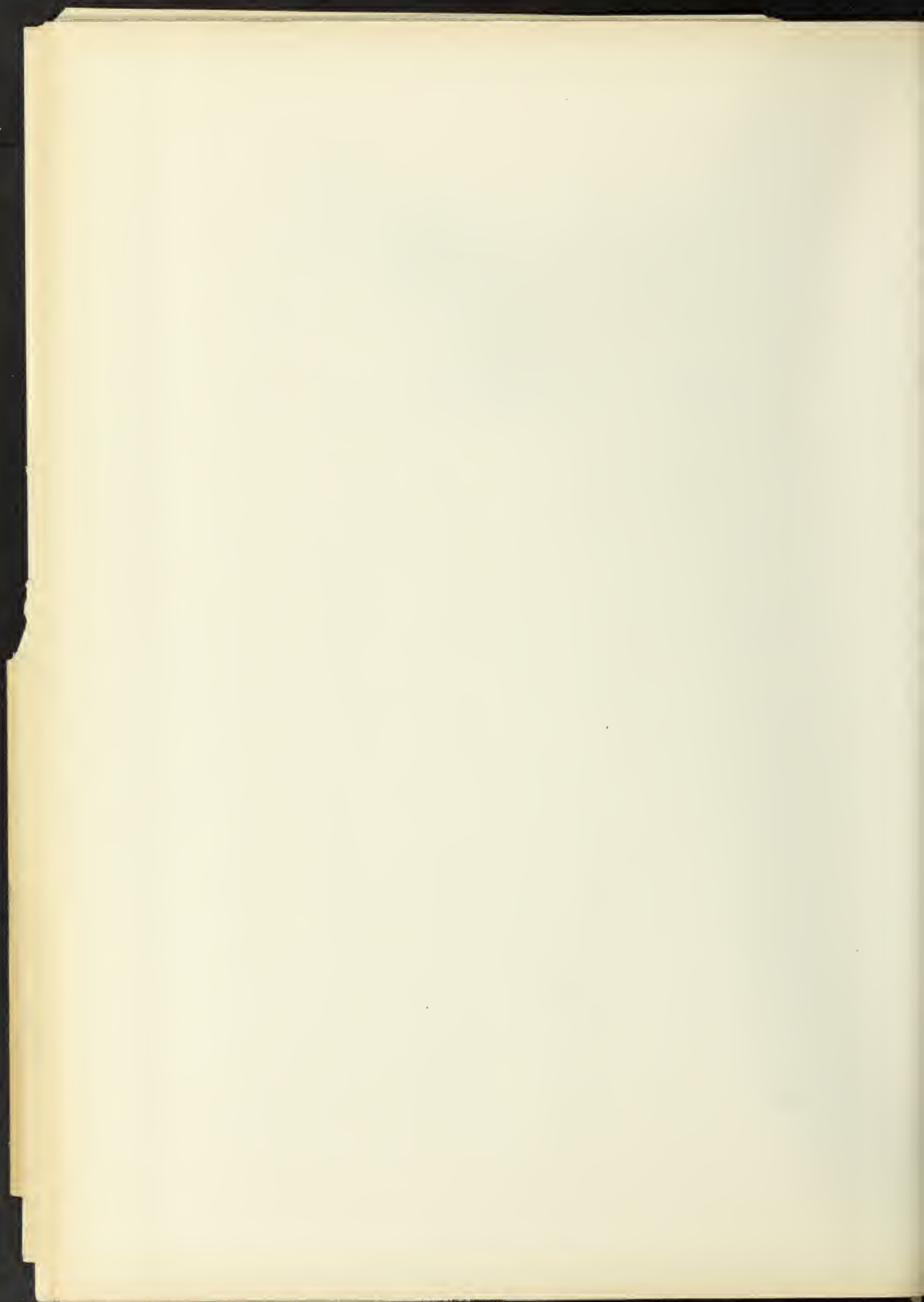
The following is a list of the items which have been included in the preliminary plan for the development of the Thread Creek area. The items are listed in the order in which they are to be carried out. The first item is the development of the Thread Creek bottoms. This will be done by the construction of a dike across the mouth of the creek. The second item is the construction of a viaduct across Second Street. This will be done by the construction of a concrete viaduct. The third item is the construction of a Michigan Railway entrance. This will be done by the construction of a concrete entrance. The fourth item is the construction of a Union Electric Depot terminal. This will be done by the construction of a concrete terminal. The fifth item is the construction of a basic transit plan reservations. This will be done by the construction of a concrete reservations. The sixth item is the construction of a Union Station and Millation. This will be done by the construction of a concrete station and millation. The seventh item is the construction of a board on connection with power to act. This will be done by the construction of a concrete board on connection with power to act.

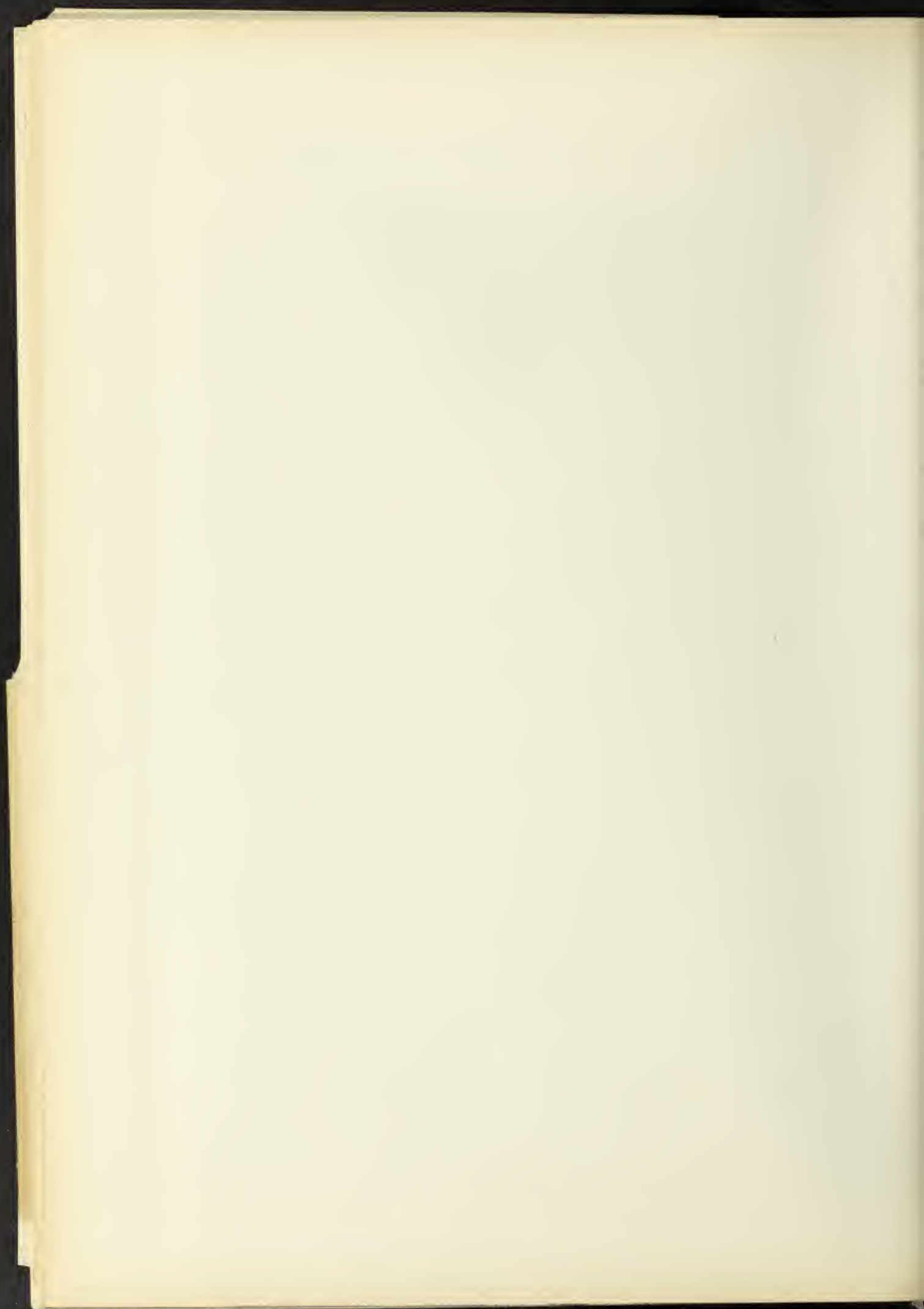
RECOMMENDATIONS FOR THE DEVELOPMENT OF THE THREAD CREEK AREA

1. THE FIRST WING OF THE DIKE.
2. THE SECOND WING OF THE DIKE.
3. THE THIRD WING OF THE DIKE.
4. THE FOURTH WING OF THE DIKE.
5. DEVELOPMENT OF THREAD CREEK BOTTOMS.
6. SECOND STREET VIADUCT.
7. MICHIGAN RAILWAY ENTRANCE.
8. UNION ELECTRIC DEPOT TERMINAL.
9. BASIC TRANSIT PLAN RESERVATIONS.
10. UNION STATION AND MILLATION.
11. BOARD ON CONNECTION WITH POWER TO ACT.



PART II - DISCUSSION OF EARLY SOUTH



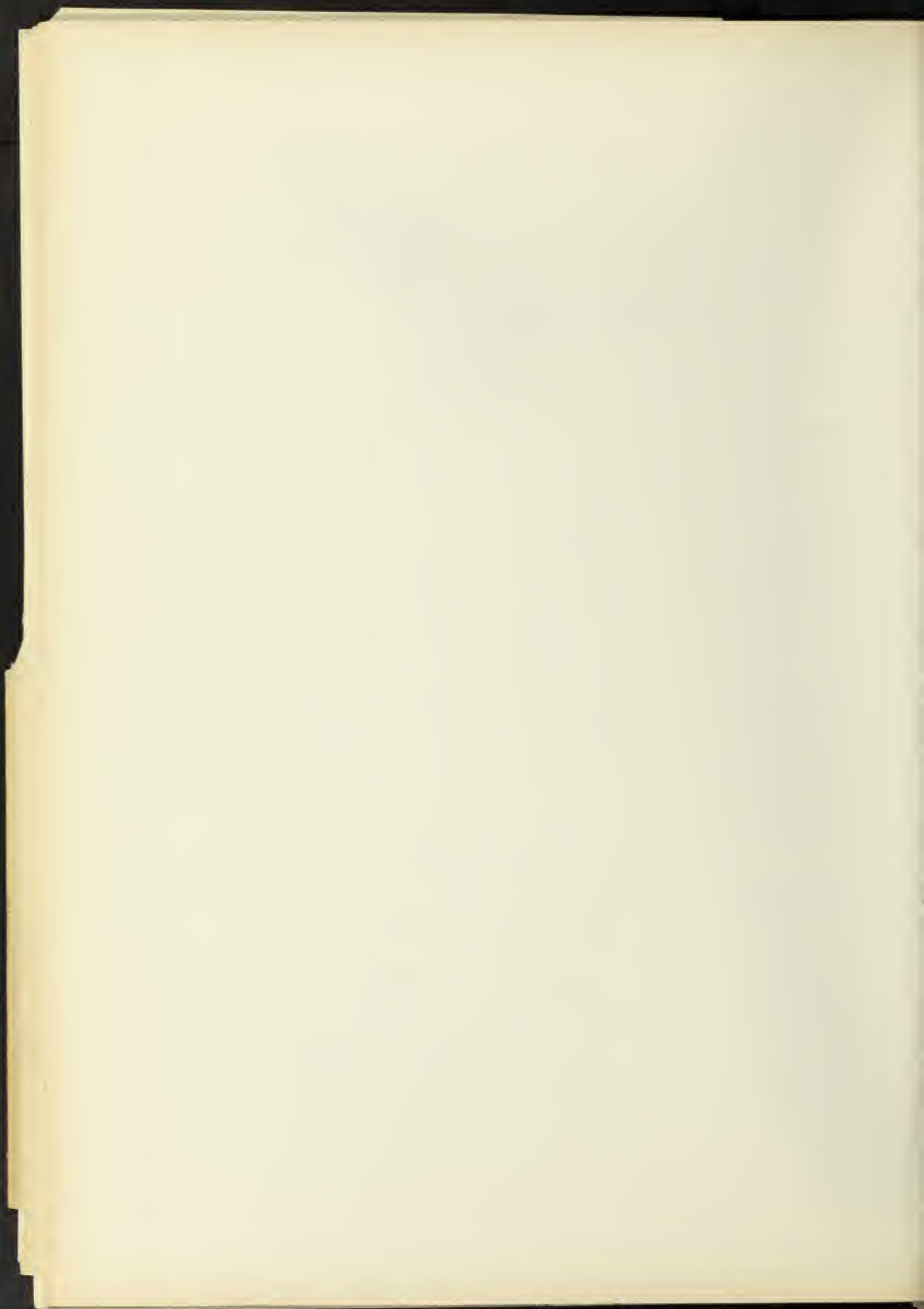


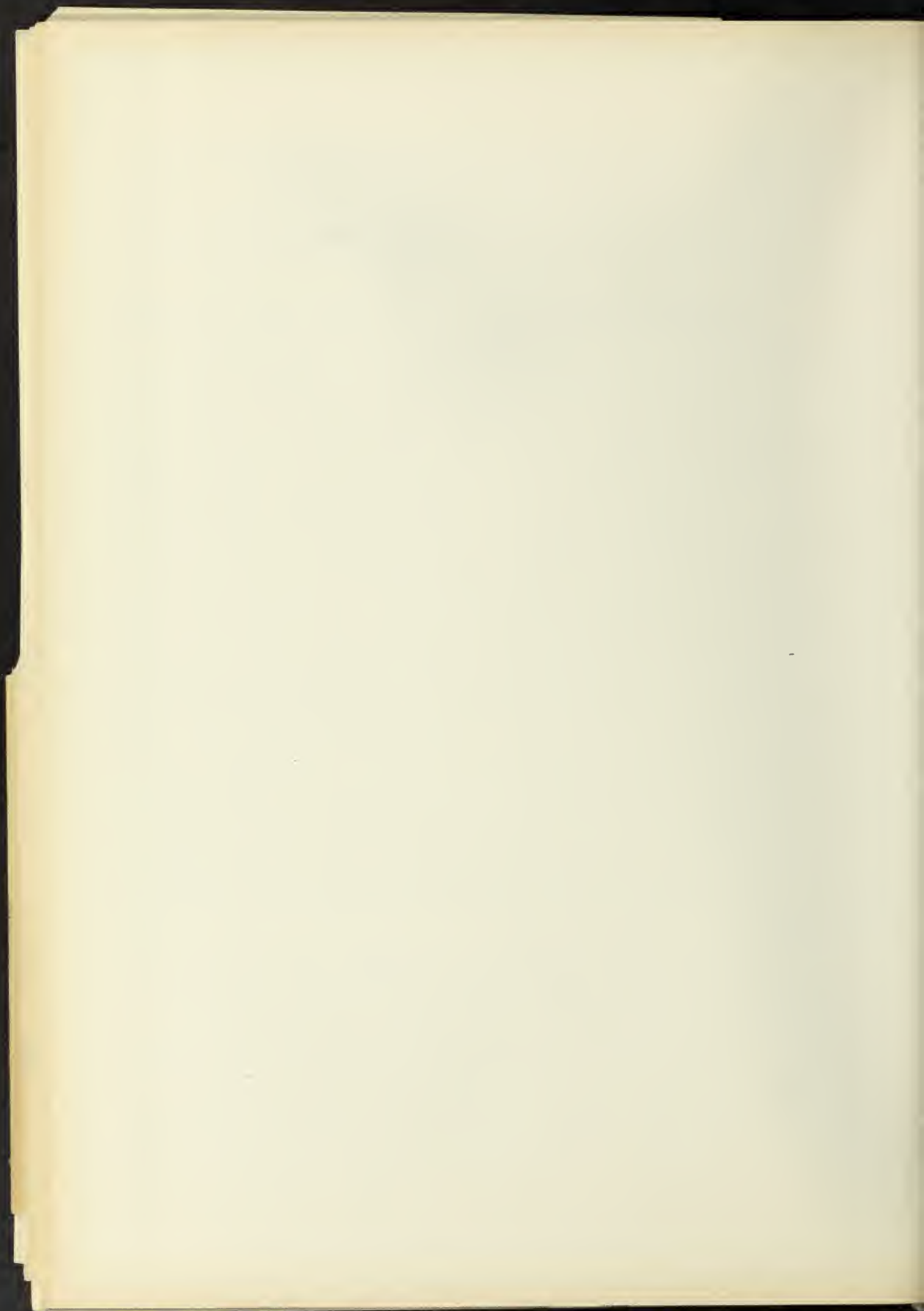
road in Flint is now contemplated, with a connection at Canton.
A similar connection is also possible from Owosso on the west
with the interurban system of the Michigan Electric railway
reaching Lansing, Jackson and western points.

Ex-
hibit

Relationship of Roads: Exhibit 1 indicates the rela-
tion of these transportation facilities from which Flint is
seen to be the main eastern "crossroads" of the state having
ample possibilities of railroad connection direct to the Detroit
and Toledo gateways on the south, Saginaw and Bay City on the
north, Port Huron-Buffalo on the east and various lake ports
and lake ferries on the west, besides being located on a main
railroad highway from Chicago to Buffalo. The problem of rail-
road service therefore largely resolves itself into a question
of terminals and equipment, the one capable of solution as a local
problem and the other only by securing a larger pro rata
of railroad rolling stock for the Flint industries by encour-
aging additional railroad entrances into the city, or by de-
veloping alternative methods, such as motor transport.

Under unified railroad administration, which may eventu-
ally be assumed for some time to come, it is hardly probable
that steam lines will traverse the Flint district
for some years, but rather that the capacity of the existing
lines will be developed as required. However, encouragement
may well be given to the electric roads to develop Flint over-
seen by means of which the advantage of additional railroad con-
struction may in a measure be secured without incurring the
large capital investment required for competing steam lines.
Because of the fact that only relatively short distances
are required for these electric roads which will

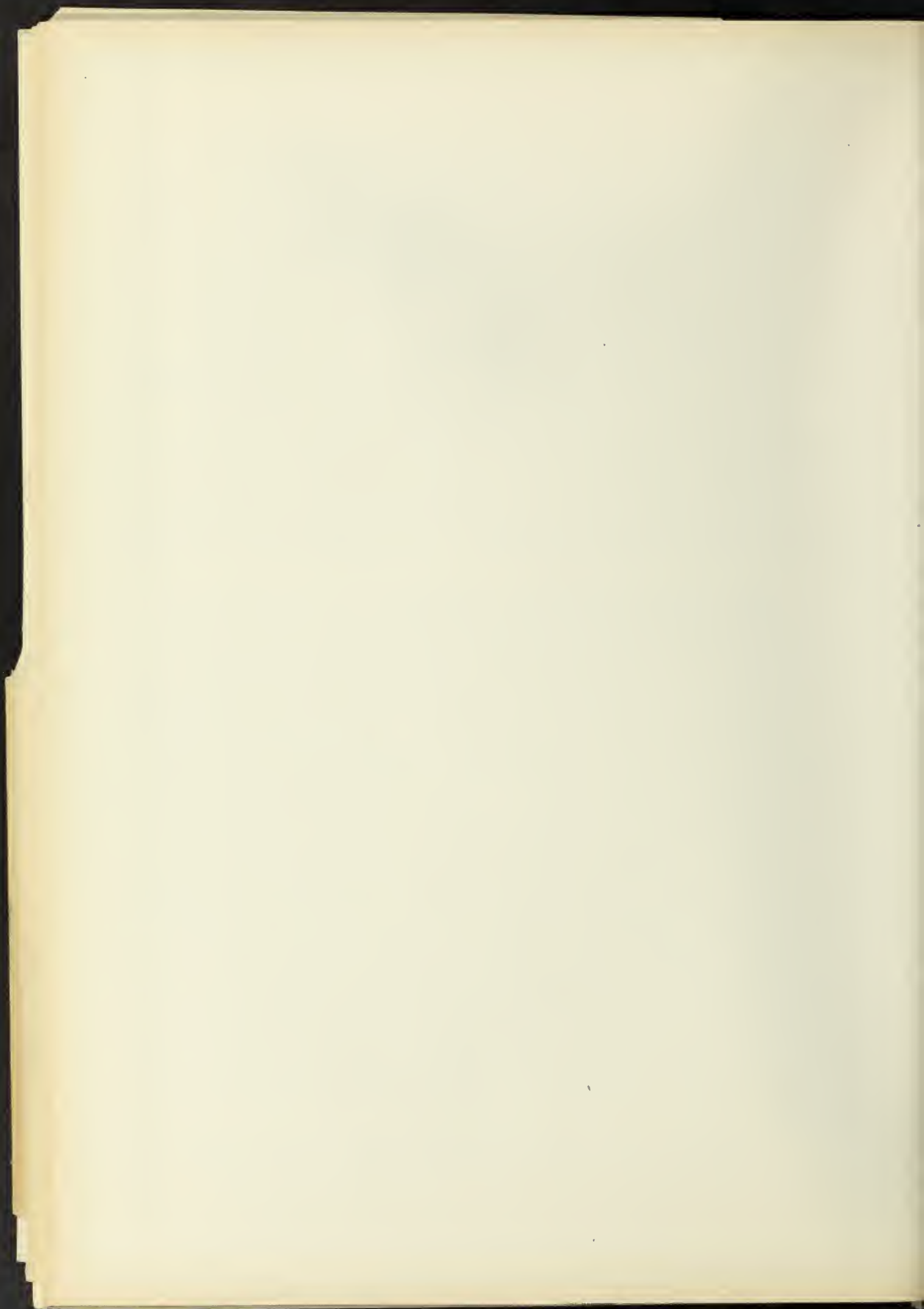


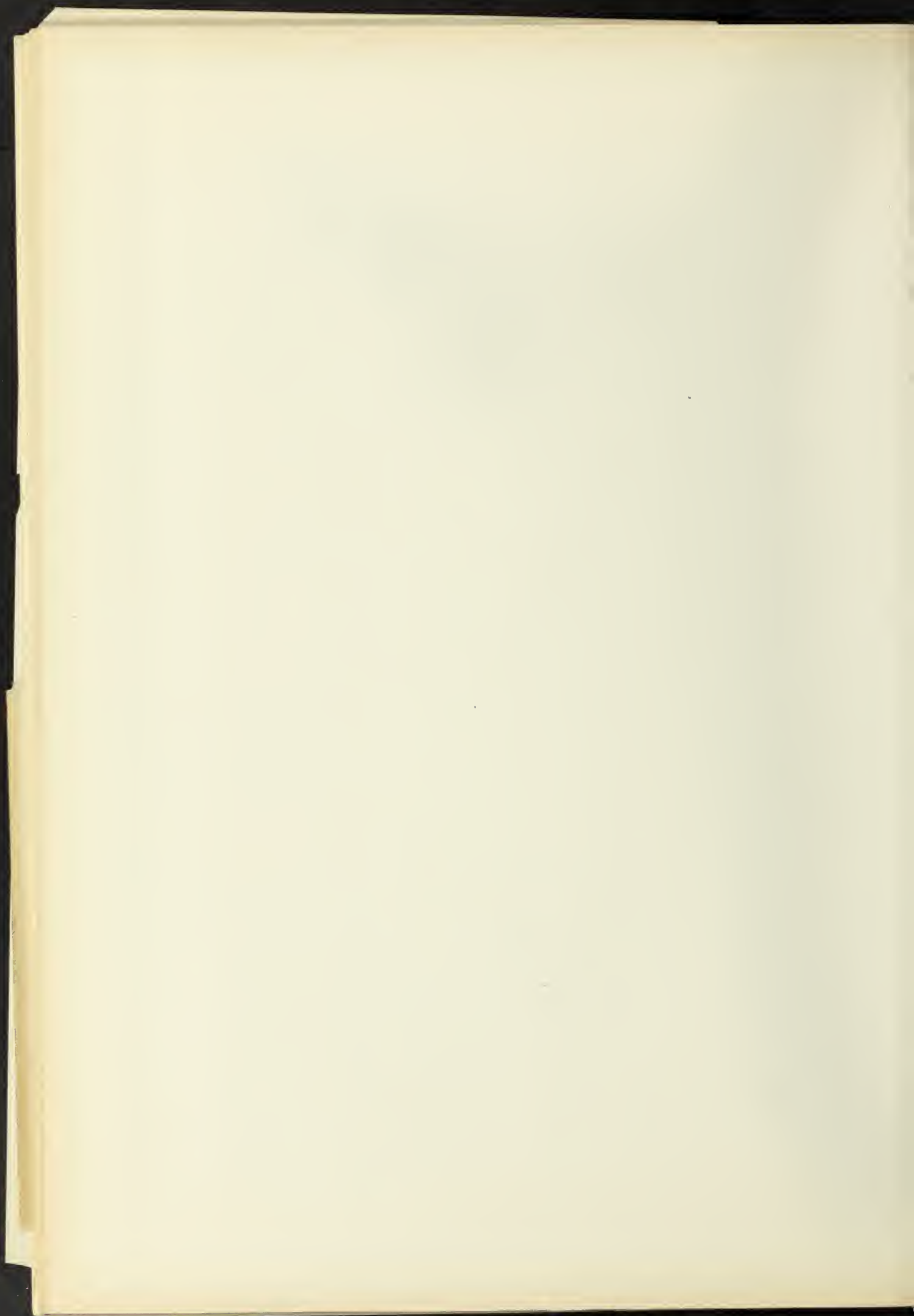


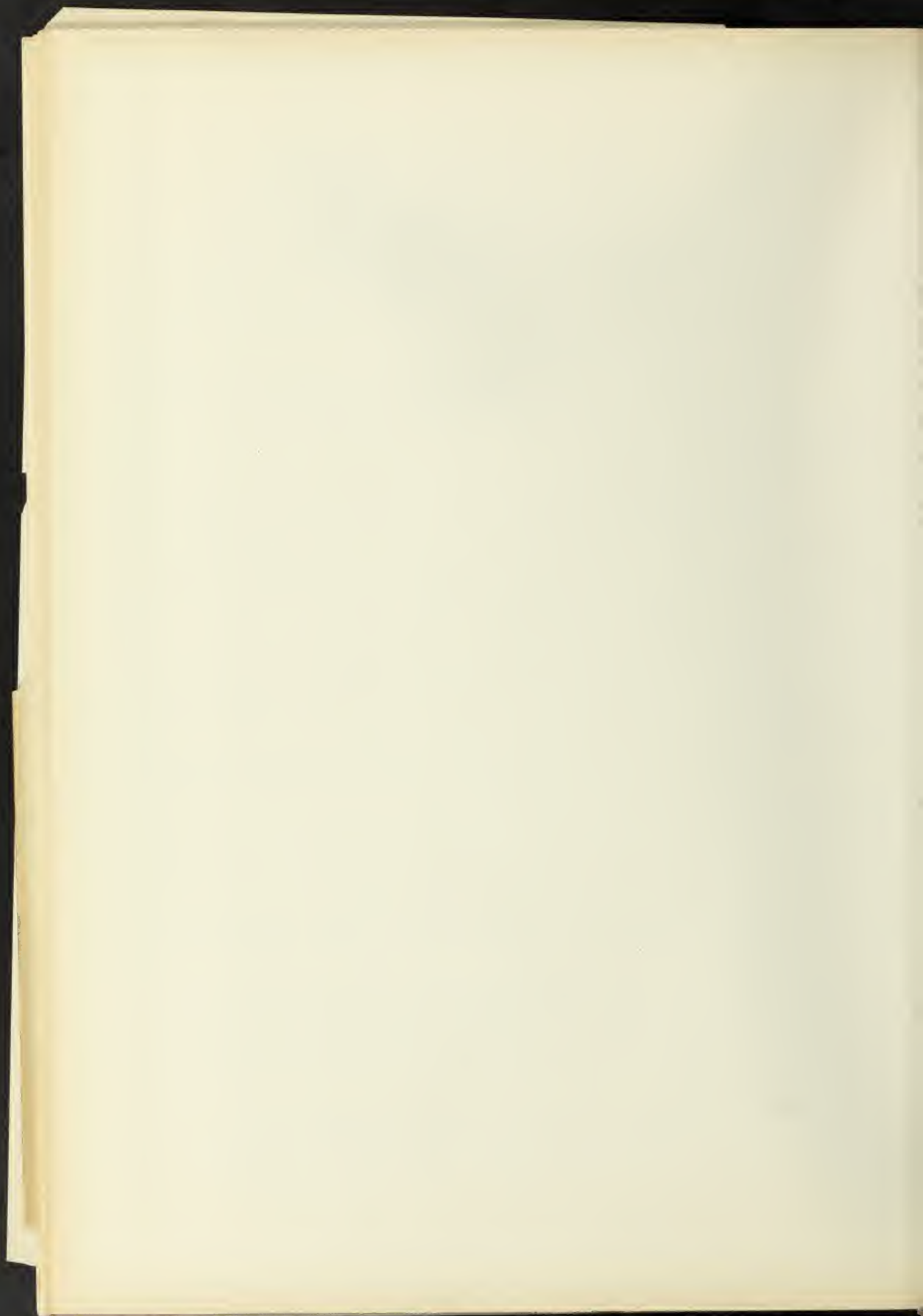
It is evident that the Government of Chile has
not been able to carry out its policy of development in
the regions where the railway is operating. This
follows from the fact that the Government has intervened in a
more local manner and their policy of development naturally
would follow more closely the development of the important
cities served. On the other hand, the railroads, particularly
the great trunk, are so extensive in mileage that their de-
velopment policy must necessarily follow the general develop-
ment of the country rather than cater to the needs of a single
line. Therefore, the response to the question of the particular districts
needs.

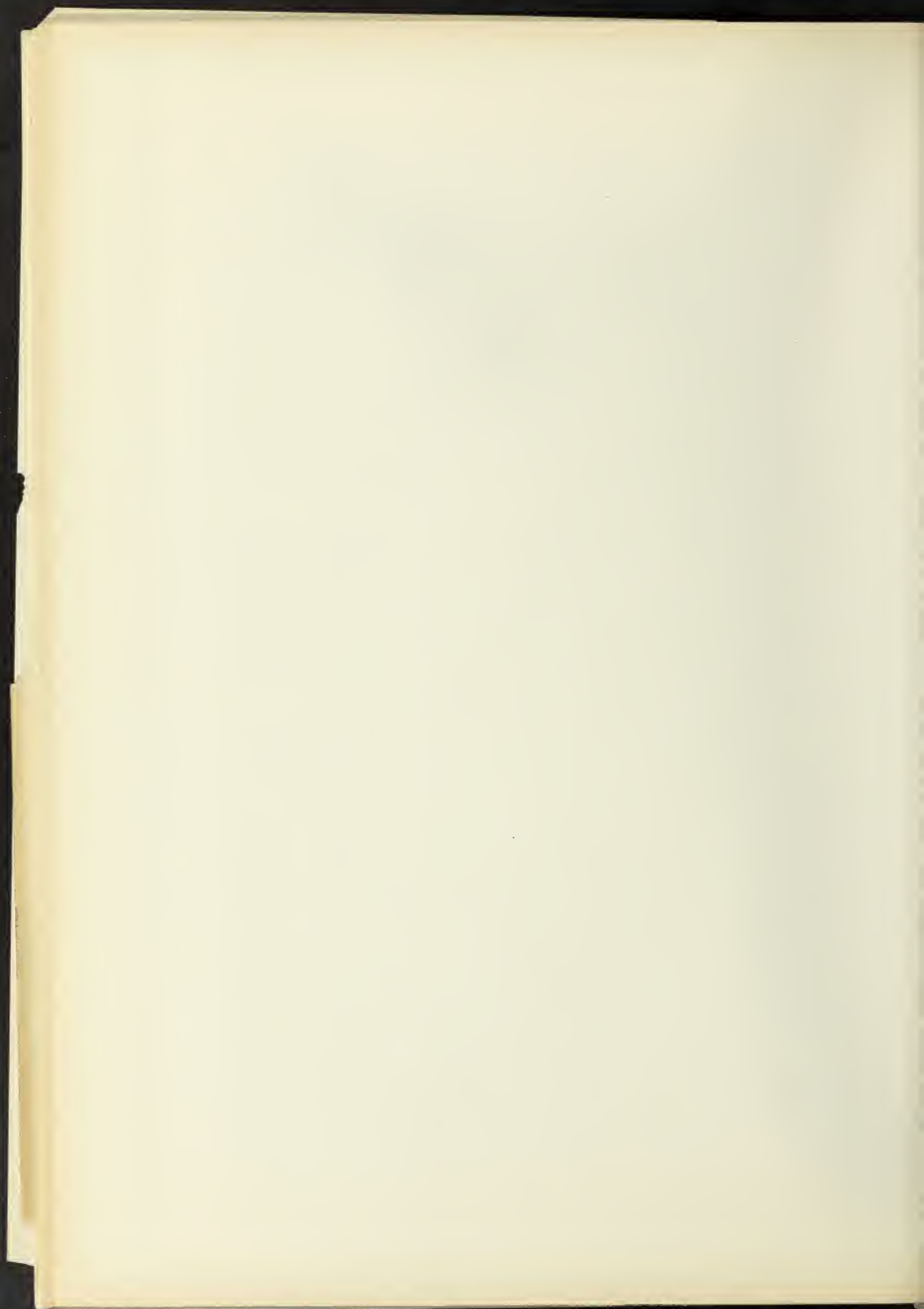
The Problem of Public Ownership. It is of interest
to note that the predecessor of the great Argentine railroad was
the first great railroad in the United States and was subsidized
by the State of Illinois in the effort to develop the northern
forest lands. Later the property was transferred to and since
has remained in private hands. Today it is becoming increas-
ingly evident in the great industrial centers of the country
that for their own protection the cities or municipalities must
develop public facilities for the identical purpose.
The railroad system was rapidly expanded in early days, and
it is evident by the present state of affairs that a further expansion
of the system is necessary. The present state of affairs is such
that the railroad system is being developed in a more
rapid manner.

Summary and Conclusions. While the railroads
have been the main factor in the development of the country
and the main factor in the development of the country
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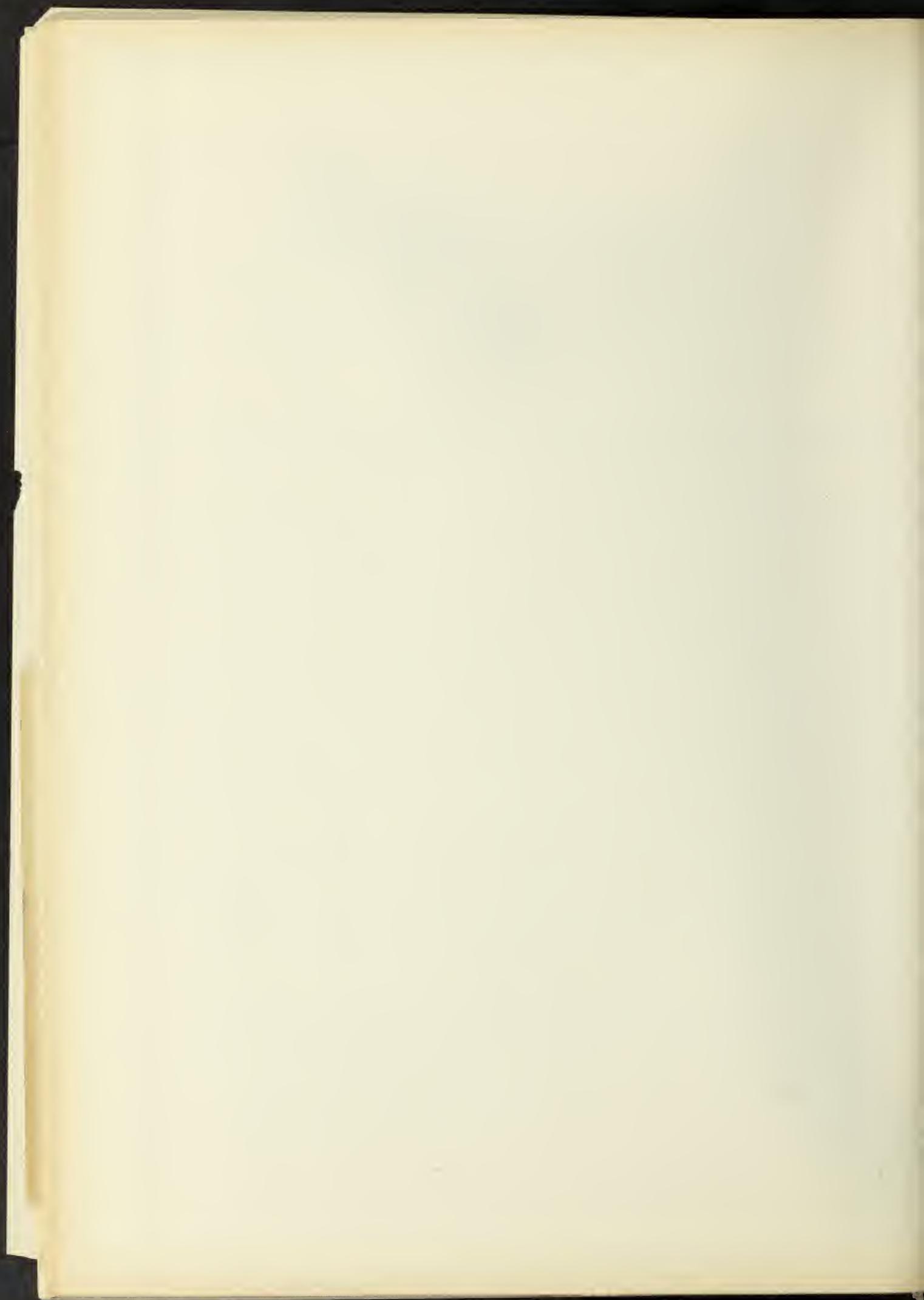
Section 3.

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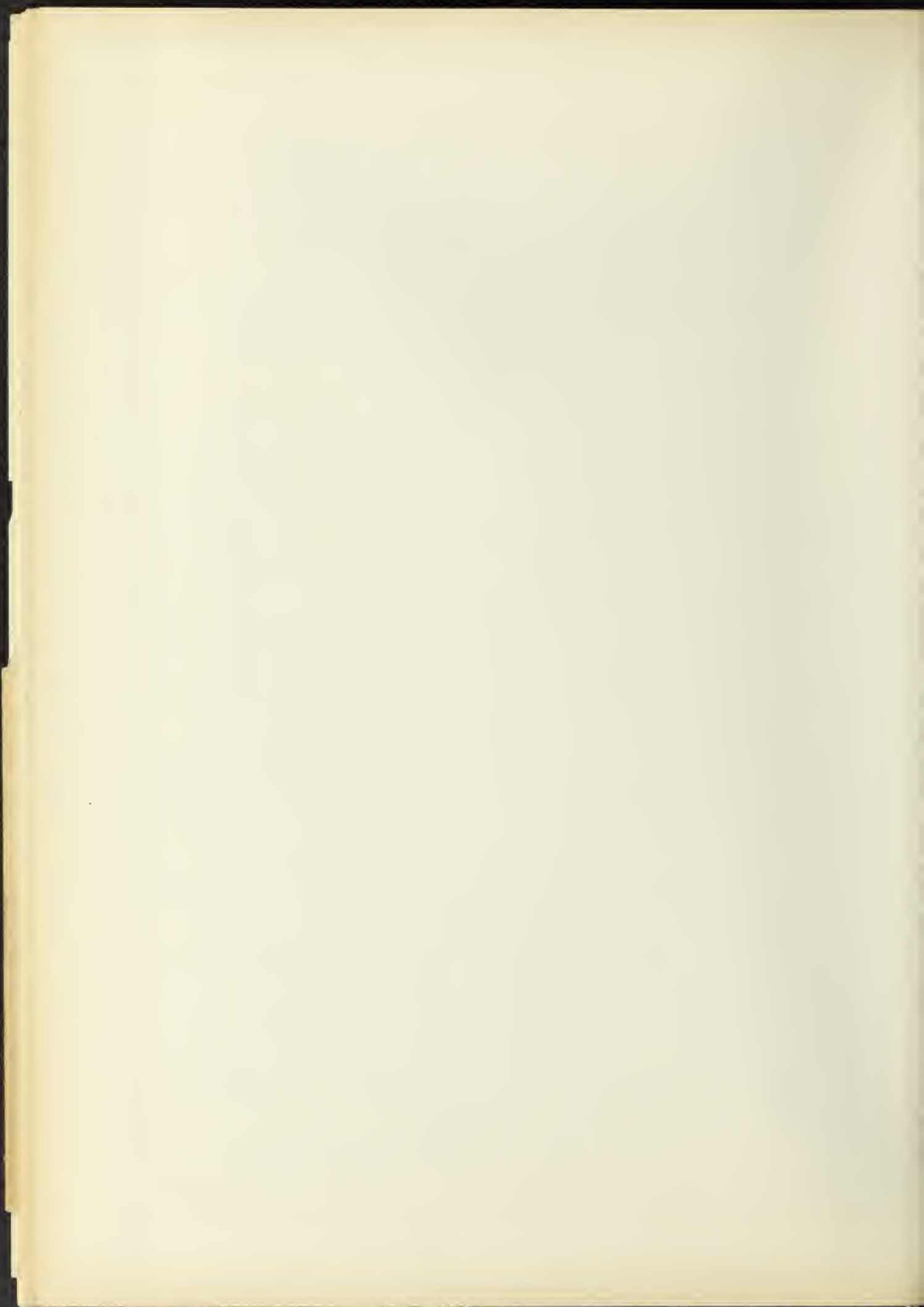
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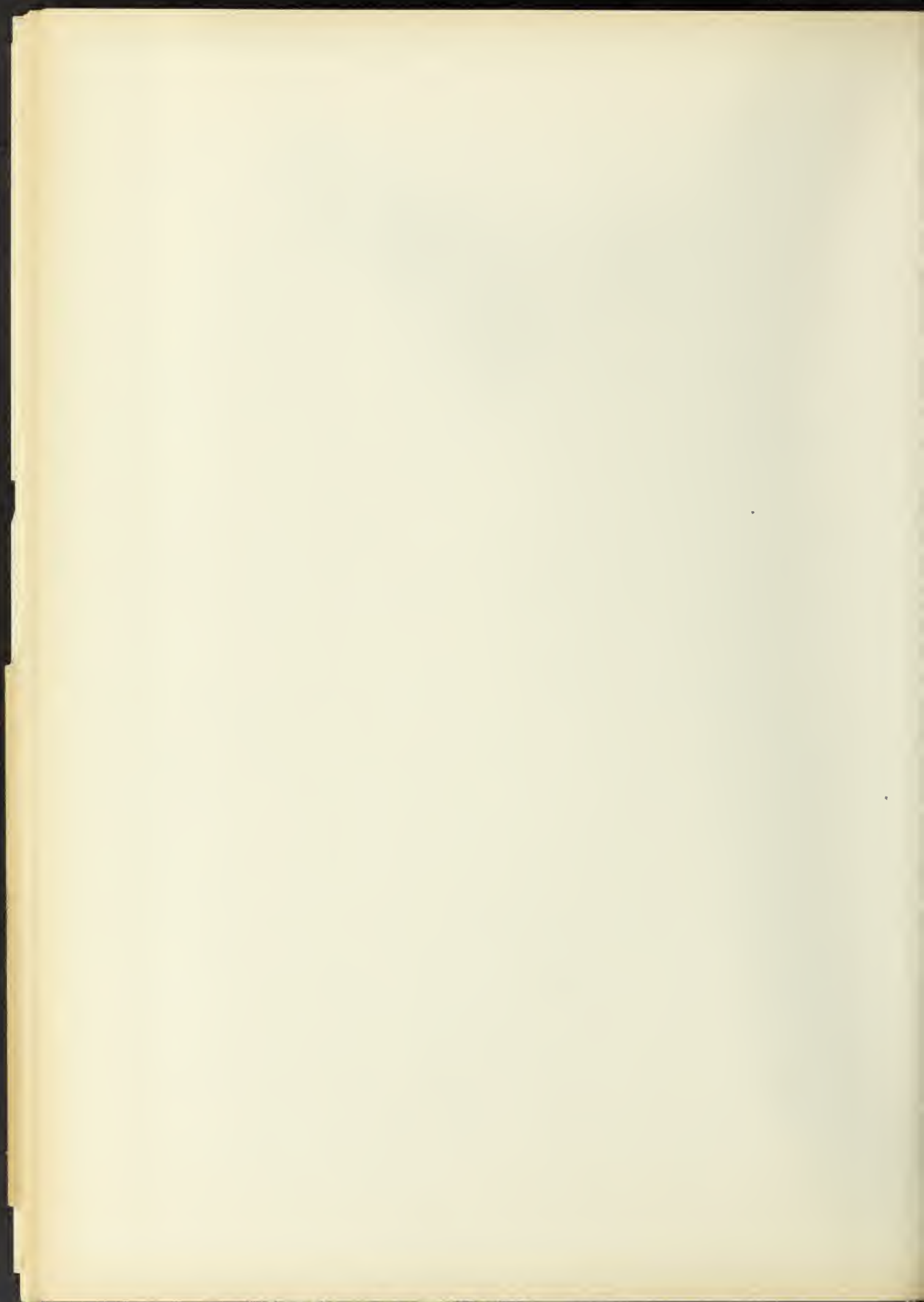
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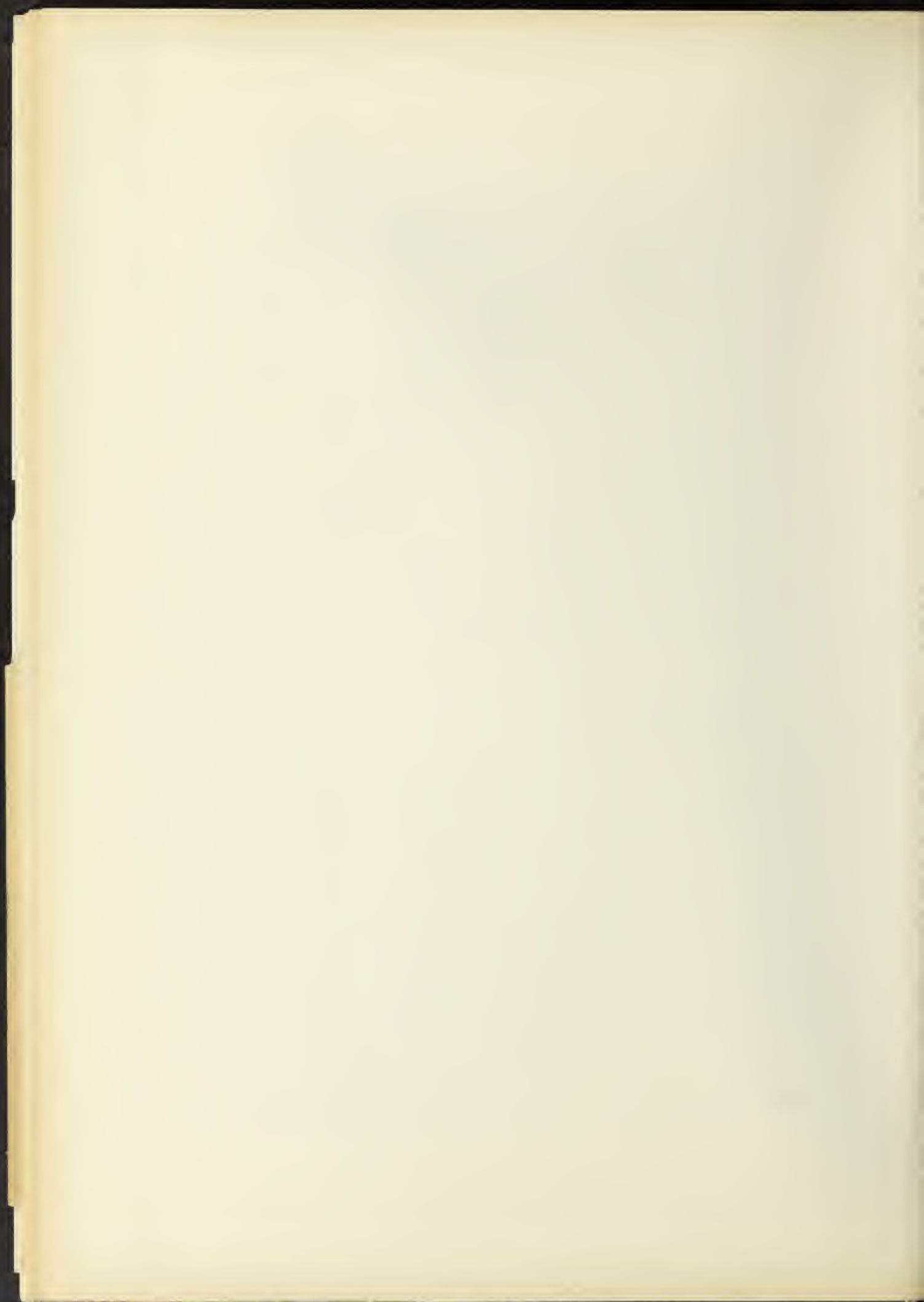
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is still relatively small, according to the 1920 census of population, it is not likely that the present level will be reached. This supply problem has been a serious problem for the city for some time. The city has been unable to develop a policy of stockpiling because of the high cost of carrying stock. The city has been unable to develop a policy of stockpiling because of the high cost of carrying stock. The city has been unable to develop a policy of stockpiling because of the high cost of carrying stock.

The conclusion to be drawn from these data is that the city's freight facilities will require the attention of the city and that this increase has been extraordinarily rapid, while the city's freight facilities have followed at a slower rate of increase and present a still lower rate. The fact that the total freight business of the city has increased in five years from about 100,000 tons to 1,200,000 tons and the estimated cost has increased from \$5,000 to \$100,000, gives evidence of the growing magnitude of the problem. Furthermore, the small interchanges indicate that there is little opportunity as yet for clearing yard facilities, but that the main needs are for operating yards, equipment, by-pass tracks and industry sidings.

Section 3. Proper development of railroad facilities:

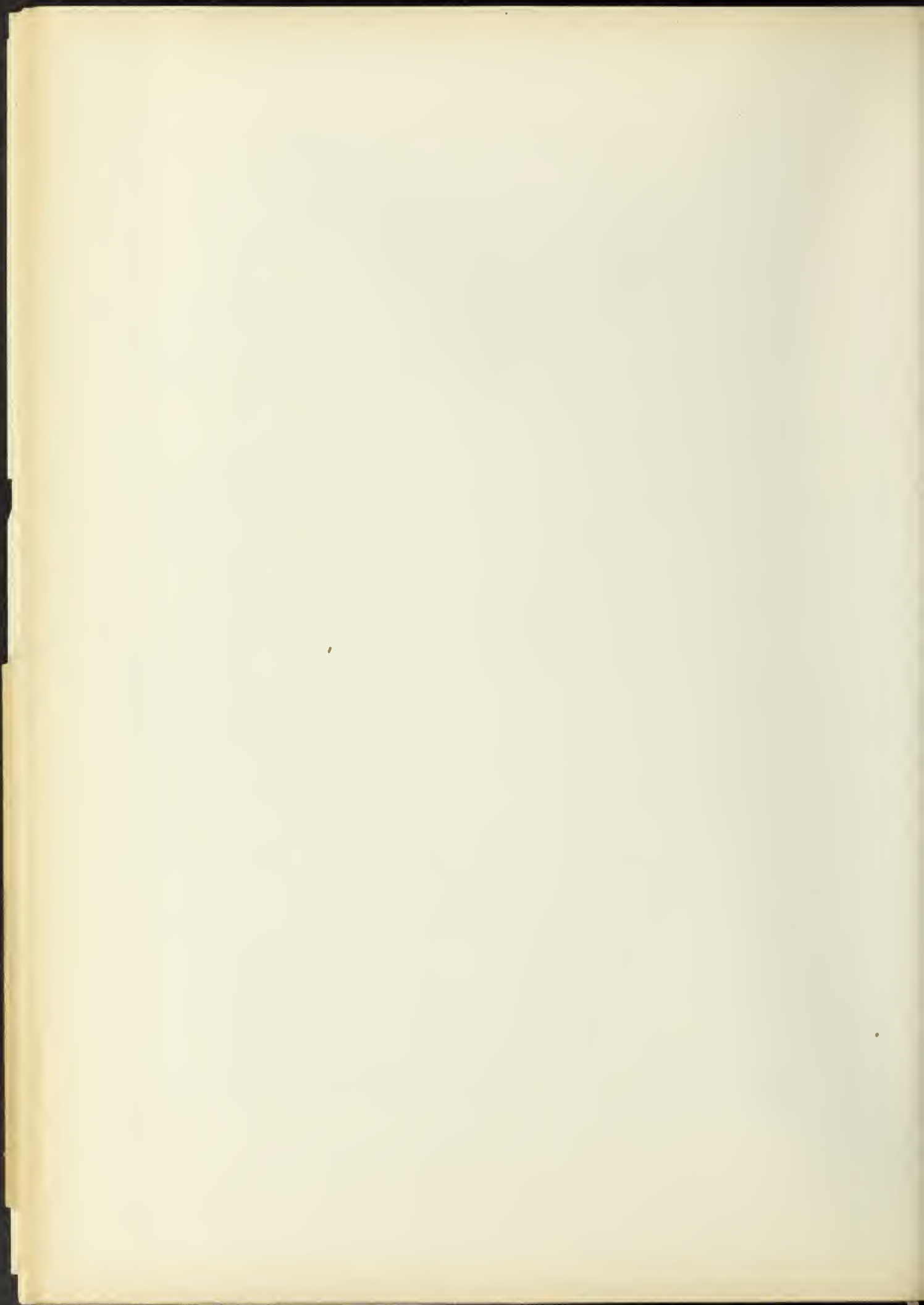
A study of the distribution of population throughout the city prepared by the City Engineering Department in connection with the report of Mr. John Nelson indicates that except for certain limited areas along the Flint river and in the Thread Creek valley, there is little or no opportunity for proper yard development within the city limits to the north of the city. In fact, proper city planning would indicate that such railroad yard expansion should take place well outside of the central area of the city.



appears that residential development has almost taken place on both sides of the River works from the city limits on the east to the beyond the line of North Detroit Street on the west and is rapidly expanding north to other city limits. Near the southern city limits there is practically no development except along Grand Avenue St. However, the increasing growth of the Pere Marquette railroad and the high level of the Grand Trunk cut-off renders these locations relatively undesirable.

The entire northwestern section of the city west of River Street is regarded as very desirable residential territory and railroads should be rigidly excluded therefrom. The Grand Trunk Station and tracks are capable of some development, but are ideally unsuited for other railroad yards and should be reserved for freight and warehouses, feed stores, building material and factory lots buildings, as later discussed. The undeveloped areas along the River River in the vicinity of Grand Island north of Raymond Street should also be developed in some manner, but are properly under consideration for future parks and playgrounds along the river and are thus practically unusable. The very crowded section on both sides of the Pere Marquette railroad on the north end and the Grand Trunk both north and south of Grand St. precludes any future development in these locations. North of the River works large open spaces are available for industry yards and it is probable that this space will be required for the expansion of the river factories, permitting only such factory location as required to serve directly the industries.

On the west side however there exists a long stretch of undeveloped land which is very desirable and interesting. It is the Grand Trunk and the Grand Trunk cut-off. Further the



proposed cut-off of the Para Marquette road traverses the
area north and south and opens up an almost unlimited industrial
area adjacent to Western Road. The character of settlement
between Western Road and Flint River is already established
most strongly suggests this district as the best available
industrial district of Flint for future development and hence
it is referred to in this report as the Best Available Industrial
district, as shown on Exhibit C.

In view of the factory location between the Quick
marks and the river, along State St, and in the Chevrolet district,
and the fact that suitable main yard sites can be found outside
of the city, there remain only the city freight facilities to be
taken care of within the city. The two locations of the Grand Trunk
and Para Marquette roads respectively north and south of Engineer
St. are considered quite suitable for development to any necessary
extent and suitably located for handling I.C.I. freight for
the retail district. Again this tract capacity can be developed
in the third creek bottom for this commodity, also along the
Grand Trunk main line east of the present station and along Engineer
St. The Para Marquette road extension along Ave. will also be
valuable to a sufficient extent to provide for necessary team
tracks to this district, so that, considering all facilities, the
development of the Best Available Industrial district will be complete
all the elements necessary to provide for the future industrial of
the city.

There is proposed in Exhibit D a right-of-way formerly
acquired by the Grand Trunk Railway to provide an alignment
between the Para Marquette road and the Grand Trunk
main line. This right-of-way is shown as extending from the

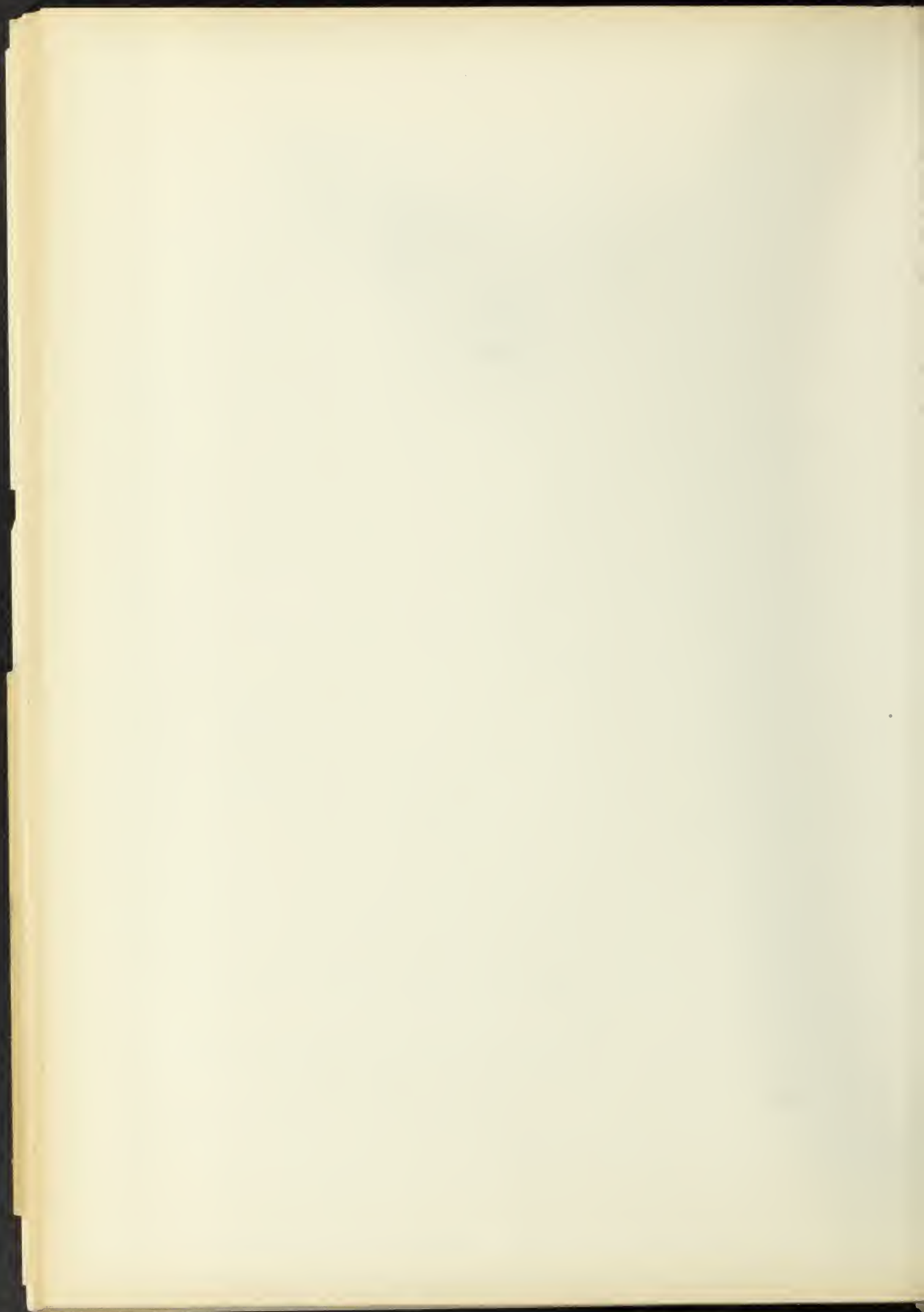


to limit the area of the park to a large area extending as far as
the river bank opposite the old mill race. However, this
plan was never carried out due to the fact that a road
connecting the east of the river to the west through the
inflow of certain public spirited citizens who foresaw the
complete destruction of the proposed city park plan, which was
outlined in a previous park plan proposed to develop Silver Creek
as an important element in a broader system of park lands. It
though that this plan was never carried out due to the fact that
it was extremely expensive and that the project was
forever and that the development of the park lands
would have been a great deal more expensive and more
difficult to carry out. It is of interest to note that
those interested in the proposed park lands in the
Silver Creek area, a project which was never carried out
due to the fact that the project was extremely expensive
and that the development of the park lands would have
been a great deal more expensive and more difficult to
carry out. It is of interest to note that those
interested in the proposed park lands in the Silver
Creek area, a project which was never carried out
due to the fact that the project was extremely
expensive and that the development of the park
lands would have been a great deal more expensive
and more difficult to carry out.

The suggested development of the park lands is
outlined in the following plan.

Section 4. Silver Creek Park

The Silver Creek Park is a project which was
never carried out due to the fact that the
project was extremely expensive and that the
development of the park lands would have been
a great deal more expensive and more difficult
to carry out.



Interference Traffic counts were made during April and May at the intersection of Highway 101 and the railroad.

Results - As indicated graphically the volume and period of both passenger railroad and vehicle traffic. The counts were specifically, but allowed for hour intervals upward of 500 automobiles, 100 horse-drawn vehicles and 75 street cars, or a total of all vehicles ranging from 400 per hour between 6 and 7 A.M. for the early part of the business day, to 1100 per hour for the busy hours of noon and evening. In view of the above facts these particularly noticeable:

There were 10 train cars made across Second St. in ten hours running from a single engine to freight trains of as many as 100 cars on the West Chicago line. From 6 A.M. to 6 P.M. were passed over this crossing:

West Chicago	-	3 passenger trains of 22 cars	
		10 freight	" " 104 "
Grand Trunk	-	4 passenger	" " 32 "
		10 freight	" " 108 "
Total		47 trains,	500 cars
Car count		50 percent over West Chicago	
		31 " " Grand Trunk	

The consequent delay to street traffic is well indicated by records compiled by the Detroit United Railway, showing the following delays to the street and intersection cars (only delays exceeding 5 minutes being most reported). February, 441 minutes, March 576 minutes, April 741 minutes, May 1 to 25, 81 minutes.

The longest delays noted were as follows: (1) March 24, a West Chicago train was crossing 15 minutes to the north of the crossing, the 10 P.M. train (2) April 17, a West Chicago



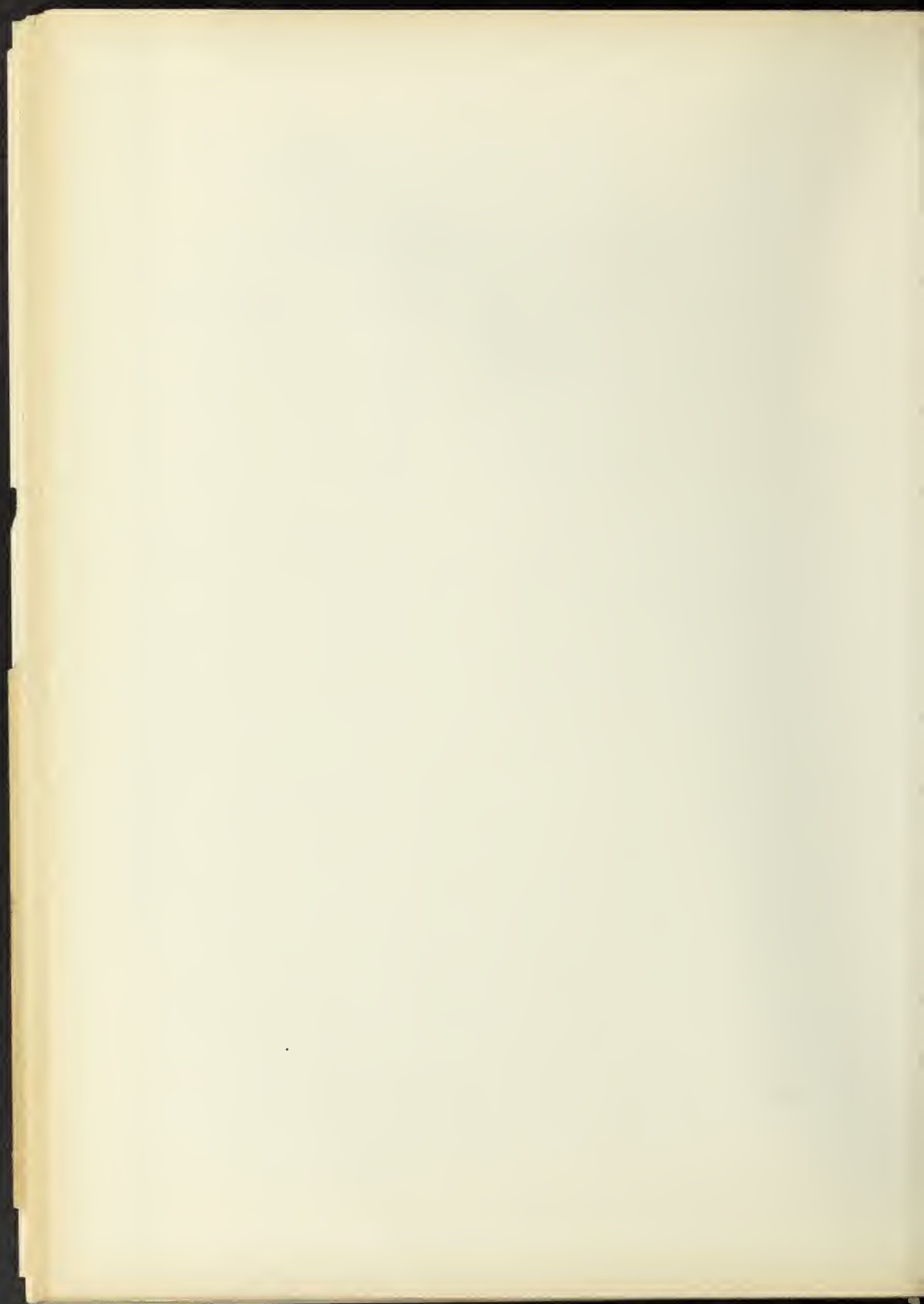
train also moving in minutes, 4:10 to 4:20 P.M. (3 passengers
 delayed); (3) 4:30 P.M. Grand Trunk mail arriving in minutes, 4:10
 to 4:20 P.M.

The total delays per mile reported are as follows:

<u>Month.</u>	<u>Days delayed</u>	<u>Railway.</u>	<u>Total Delayed Minutes.</u>	<u>Average per car, minutes.</u>
February	26	Pere Marquette	250	10
"	20	Grand Trunk	175	9
March	30	Pere Marquette	353	9
"	19	Grand Trunk	140	9
April	36	Pere Marquette	362	8
"	6	Grand Trunk	39	8
May	31	Pere Marquette	292	7
1 to 27	17	Grand Trunk	111	7

It is evident that these delayed operations at Grand
 over a circumference passing from 10 to 20 vehicles per minute
 on the average constitutes a real trouble for the city of Saint-
 Various suggestions have been made to remedy the situation - in
 fact, the railroads have agreed to interchange outside of each
 hour but owing to the relatively small amount of interchange
 this does not seem to be one of the feasible. While some sugges-
 tion it is entirely logical it is a question whether the expense would
 be justifiable or not, in view of the fact that a cut-off line
 be constructed through the outside industrial district would reduce
 the worst obstruction - viz., on the Pere Marquette line.

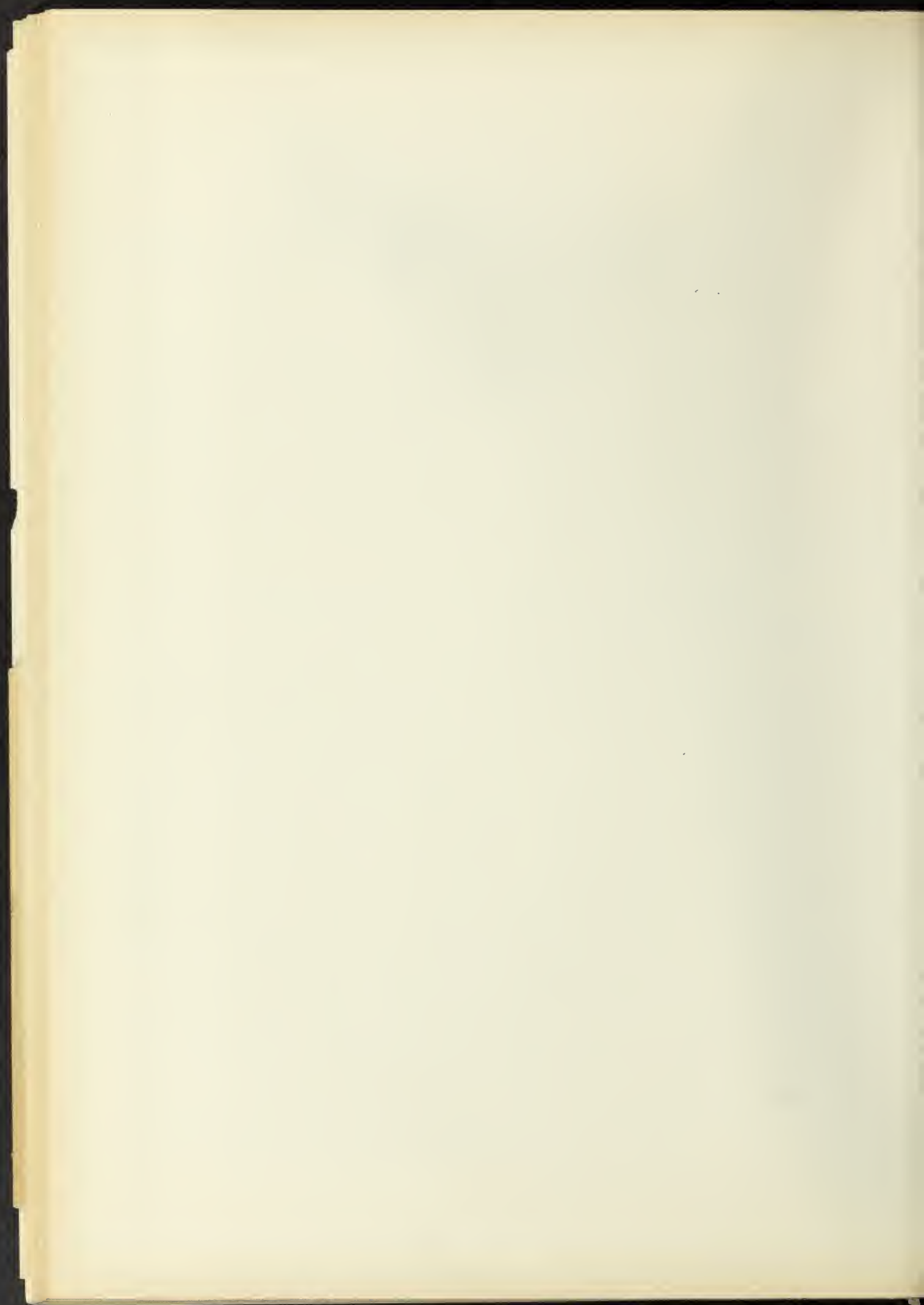
One other remedy is shown by Exhibit No. 1. The
 Pere Marquette yard which is now located practically at right
 angles to the main line, by switching cars to and from the Pere
 Marquette yard passing the passenger station and Grand Trunk
 yard of moving cars into either yard of the Grand Trunk yard, or
 to being sent into the main line yard, considerable yard improv-
 ing would be effected from the same.



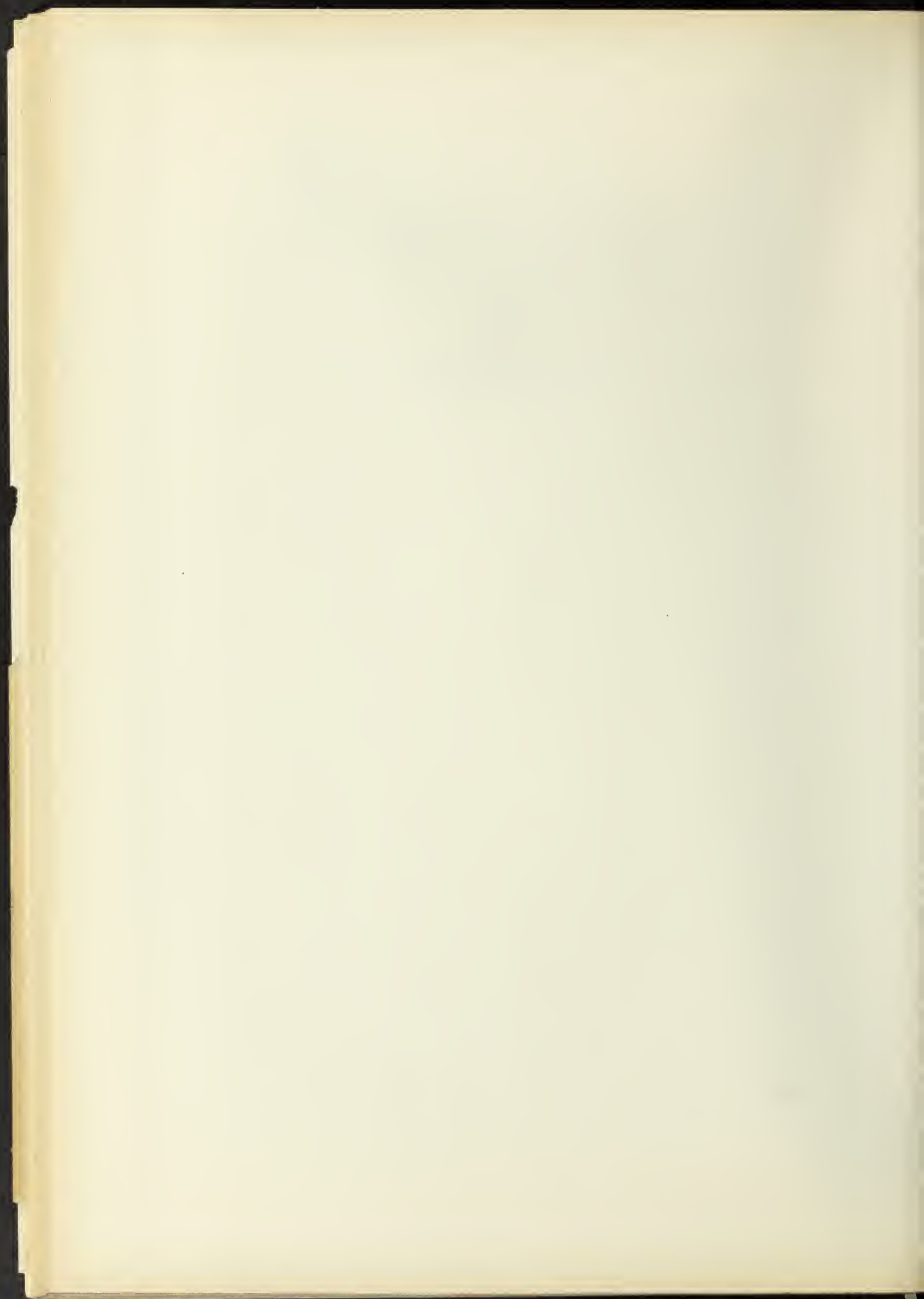
The new Chicago outlet connecting the Grand Trunk
with the Chicago River, is identical with the
existing one, and the construction of the high level west yard
on the Grand Trunk line is not only feasible for relieving Saginaw
of excessive locomotive waiting, but also is not altogether
desirable.

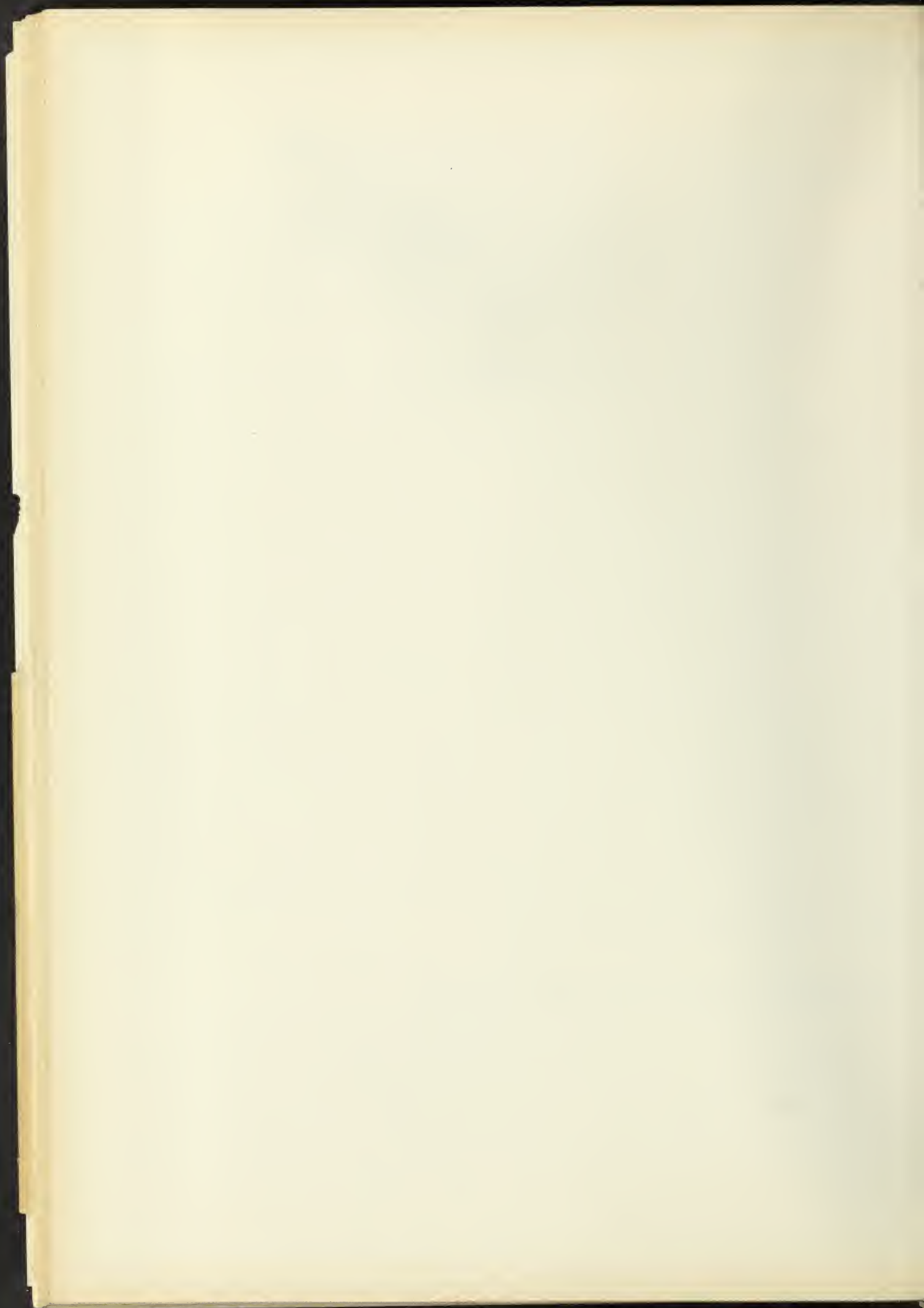
The present wireless method of signaling at Saginaw
St. could be improved as a temporary expedient, as there appears
little attempt to anticipate train movement with any degree of
promptness - that is, the street traffic is frequently held up
unnecessarily for long intervals even before intersecting train
movements have started.

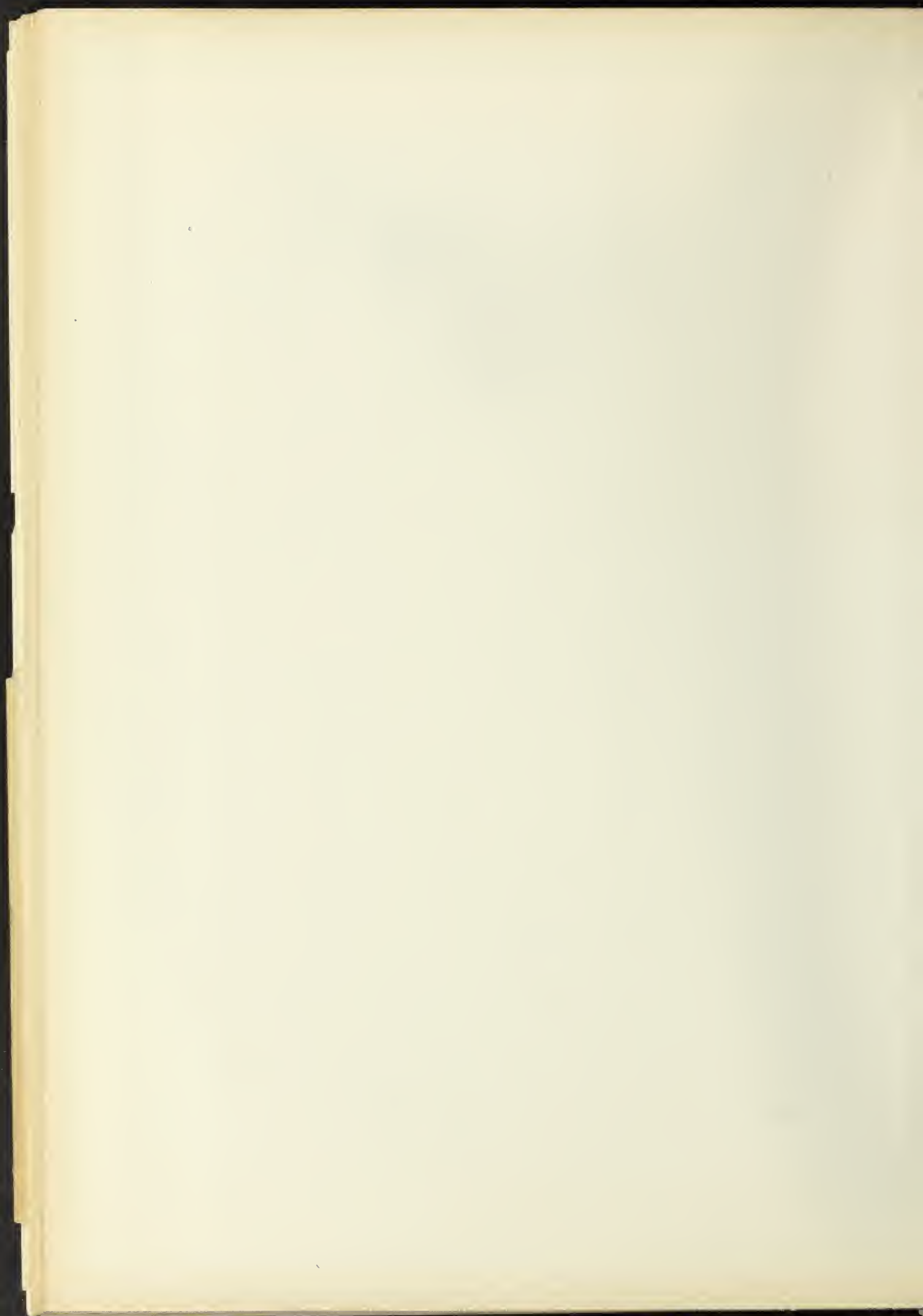
Kearsley St. The movement of Pere Marquette switch-
ing engines across Kearsley St. are numerous and it will be
difficult to do away with them entirely. It is recommended that
freight loaded should remain substantially where they are and
that they must be crossed by tracks on street level. The sur-
face tracks over the river north of Yearsley St. if they remain,
must be removed from the south end and across this street. How-
ever, these lower tracks should sometime be removed farther south
into Third Street bottom, as discussed elsewhere, which improve-
ment will reduce the necessary movement of switch engines across
Kearsley St. It is probable that with this new trunk de-
velopment completed, south of Kearsley St., some other and better
use could be found for the property bounded by the Pere Marq. and
the river, Grand Trunk main line and Third
St. The removal of the movement across Kearsley and thus relieving
the congested crossing street.



PART III - SOCIAL DEVELOPMENT STUDIES





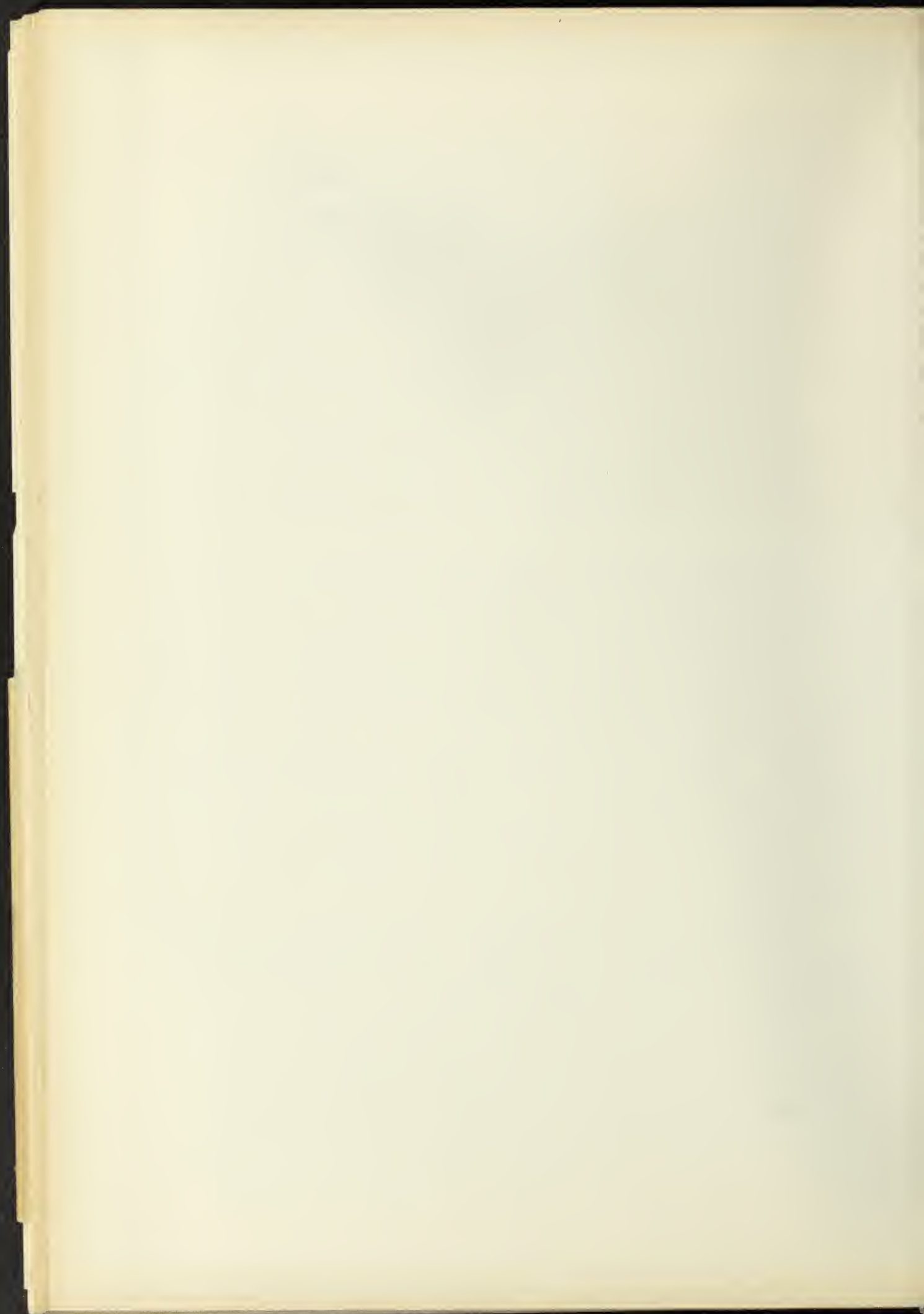


and at the southern extremity for a yard similar to that at Reister.
At which city freight in and outbound would be consolidated with
the road trains operating from the cut-off. Thus the Pere Mar-
quette cut-off will be a considerable improvement over the Grand
Trunk cut-off, being so much shorter that city yards may be operated
at both ends, whereas the Schwartz Creek yard is at considerable
disadvantage because of the long switch hauls from the industrial
center. In the case of both roads, Flint is not a divisional
point or engine terminal, consequently it must be treated as a
problem of way station development only, though of large magni-
tude.

In normal operation, northbound Pere Marquette road
trains previously made up in road order would drop southside city
freight at Western Road yard to be carried in by switching engine.
Northside city freight would be dropped at McGrew yard. Outbound
city freight would be consolidated at these two yards for fur-
ther movement. Further, the present detour of outbound freight
via Saginaw could be reduced and a larger proportion moved south
by this cut-off to the Detroit and Toledo gateways, entirely
avoiding the city.

The cut-off would also form an excellent opportunity
for improved interchange with the Grand Trunk in the Eastside
Industrial District, which is much needed.

Should the city continue to expand to the east,
there would still exist ample opportunity for this development
east of the Industrial District, without serious interference
as numerous transverse thoroughfares, such as Richfield, Davison,
Horsley, East Court and Lapeer Roads, are available through
the district.

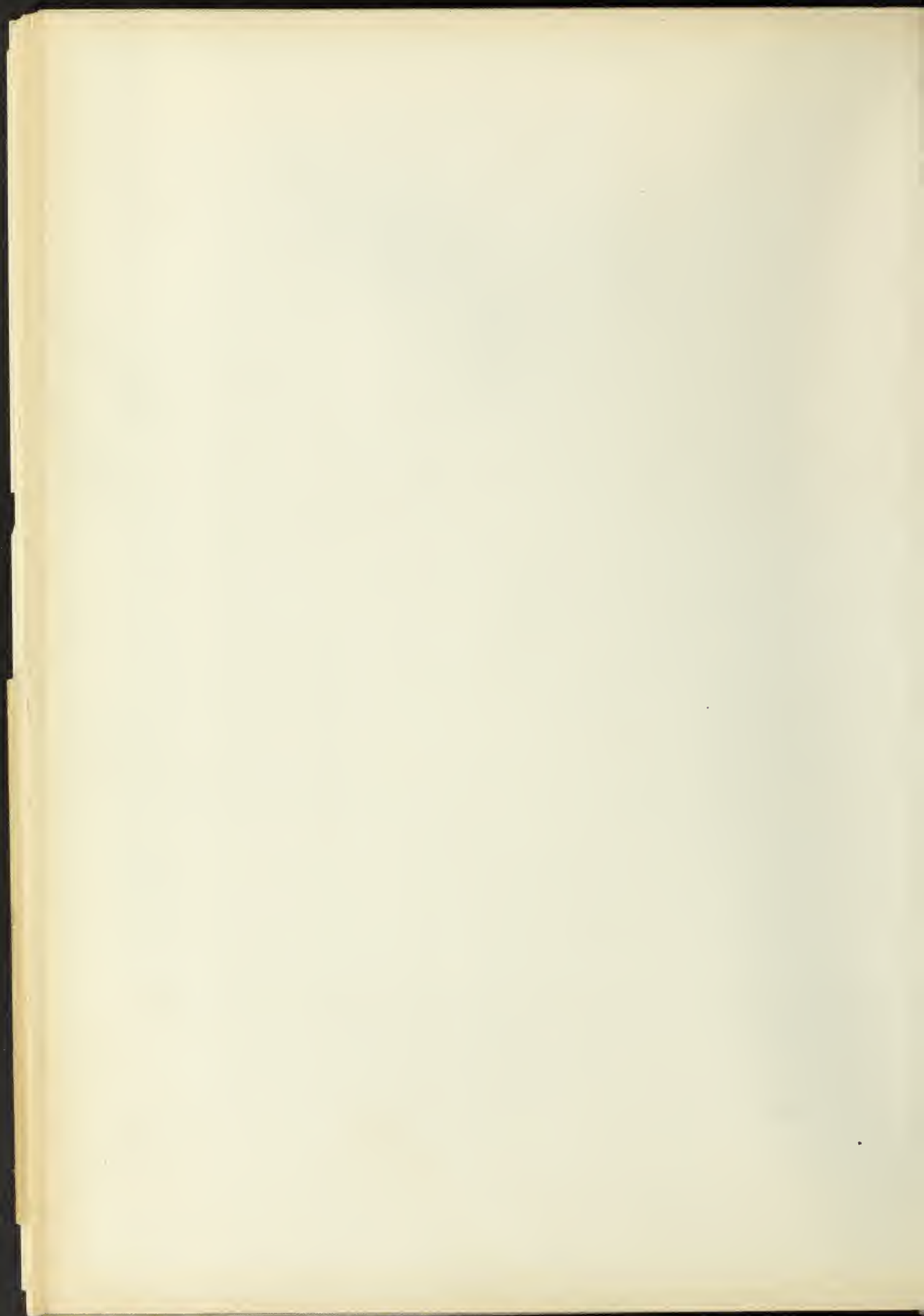


SECTION 2. - PROPOSED DISTRICT

The proposed district is located on the west side of the city. This district has already been considered upon previously by the city from the viewpoint of city planning. It is considered that this area is the peripheral part of the city and is free from hills and valleys, with the restriction of the district and north of the city which is more suitable for residential than industrial purposes. It is entirely outside of the flooded area such as that of the Glens Creek bottom through which the old Detroit Valley railroad right-of-way was projected and in which the unimproved industries are now located. The district is served by an excellent north and south thoroughfare, Western Road, with numerous transverse thoroughfares. While this district is now outside of the city limits and consequently not under control of the City of Flint, it may reasonably be assumed that the city could extend so as to secure proper control of it.

The proposed district will be served by two Grand Trunk lines approximately 0.75 mile apart, also by the proposed Great Lakes-Saginaw Canal and drainage connections. The particular part of the proposed water thoroughfare out-off, will be most direct connection between the district and the main canal. The proposed canal would not be a more convenient connection developed for freight traffic. The plan of the proposed canal service proposed for this district is further developed in the following table - "Public Service City Plan".

One possible disadvantage of the location of water supply and drainage. There is, however, a problem concerning the water supply and drainage in this district. It

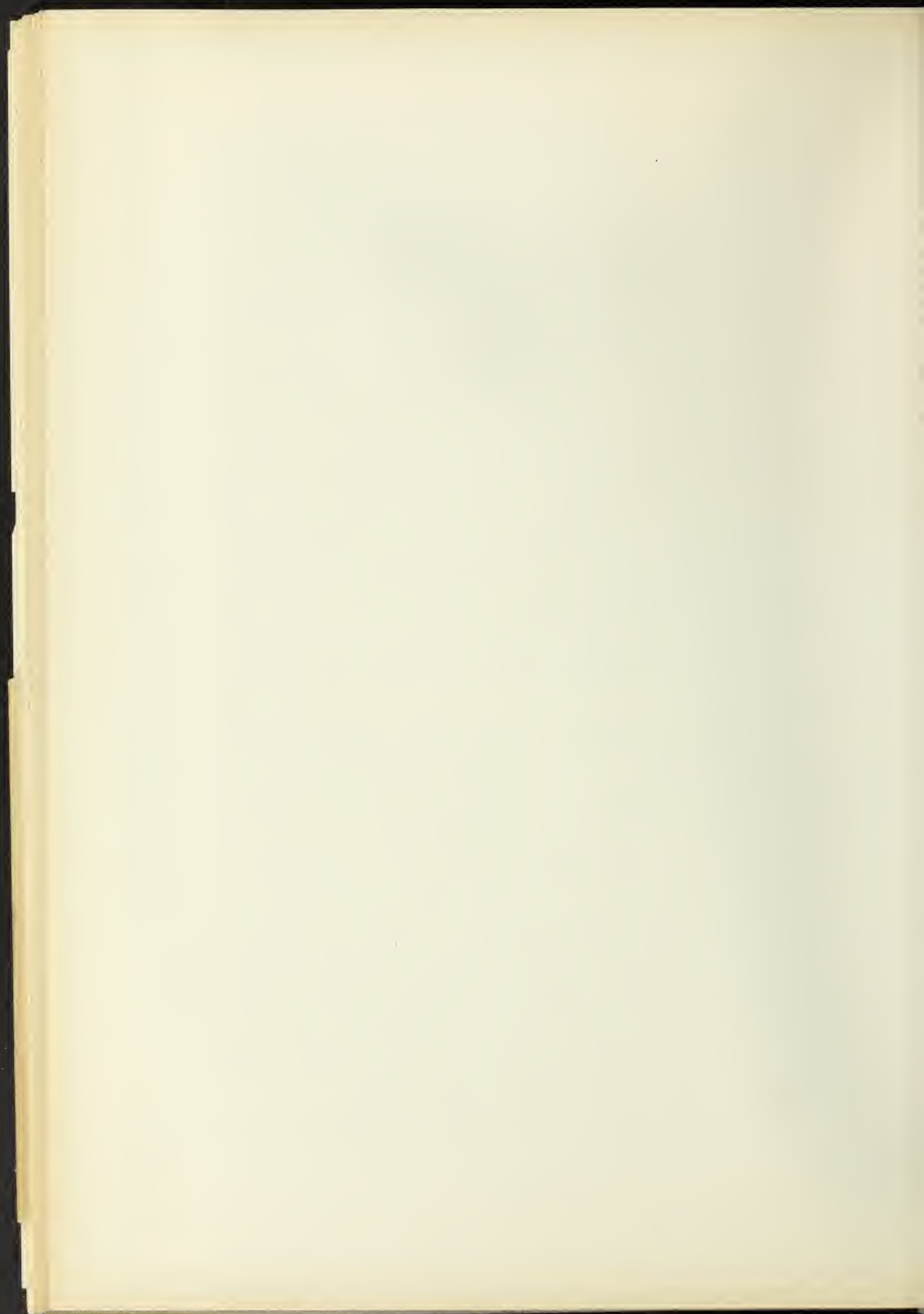


is reported that within recent years it has been of drought,
the water supply of the Flint River behind the impounding dam
at Harrison St. is no more than needed from day to day and at
one time the supply was practically exhausted; also that per-
haps 90 percent of the water used for domestic purposes is obtain-
ed from wells. The Flint River drains approximately 750 square
miles above Saginaw St. and Thread Creek an additional 200 square
miles as there out. The farthest point of the Flint River
watershed being not more than 35 miles away is a straight line
as a result, while the country is comparatively flat, the run-off
is exceedingly uneven, resulting in periodic floods and the
necessity of levees. Through the city to avoid damage
it is thus clear that further impounding offers one of the most
feasible plans of increasing the water supply for this new in-
dustrial district.

In this connection, Thread Lake suggests itself as a
possibility by raising the outlet and several feet and increasing
the capacity of the lake by various dredges at the same time
raising the shore in some places, thus creating valuable land.
Further down the creek bottom should also be utilized for im-
pounding if a question. Incidentally, it may be pointed out
that this impounding would probably serve to reduce or do away
entirely with the flood problem in the Thread Creek bottom
and permit the permanent reclamation of these lands for use
also sufficient were pointed out in this report.

Subsurface waters could also no doubt be drawn upon
for use in the industrial district.

The drainage would appear to offer no serious difficul-
ties, as the prevailing level of the industrial district

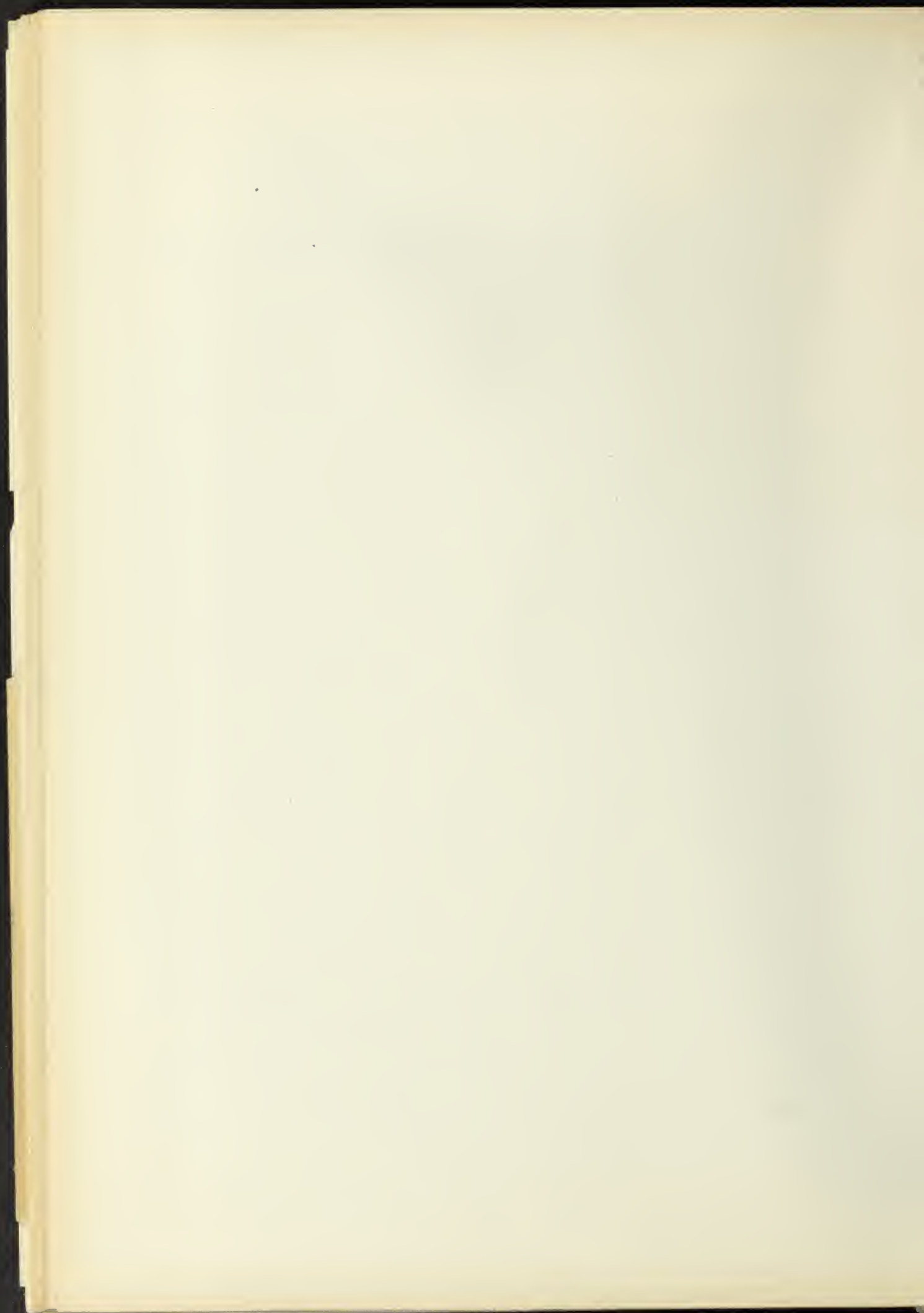


Disclosed is some 20 years' worth of the plant's history through
history and as judged by the physical conditions now revealed
by the Automobile Industries.

This Pasture Industrial District as proposed covers
an area 1380 feet wide between Western Road and the 1/4th
section line to the east and extending north from Crago to
Richford St. (Delaware Ave), a distance of about 14250 feet,
or a total of nearly 19,000,000 sq. ft. in gross area. This
would yield perhaps 14,000,000 sq. ft. in usable area. The
great industrial capacity of this area may be better realized
when it is understood that the entire Buick and Chevrolet
plants could be reproduced therein. Just what specific arrange-
ments of shopory buildings, yards and tracks would be most de-
sirable, it is impossible to determine at this time without
further knowledge of the character and requirements of the
industries to be located therein. However, in order to give
some indication of the possibilities of development Exhibits
A and B have been prepared, showing alternative methods.

LAYOUT A. Longitudinal development between Limpine-
cott Road, and Grand Trunk cut-off; also north of
Grand Trunk main line. Lateral development between
the Grand Trunk lines. This plan assumes consoli-
dated trackage for all roads with no neutral tracks
or yards. It would provide rectangular areas up
to 680 ft. in width and 3000 ft. long, with service
tracks and loading platforms on both sides excepting
the frontage on Western Ave.

LAYOUT B. This layout indicates a similar typical plan
industrial center. Tracks and yards designed to be



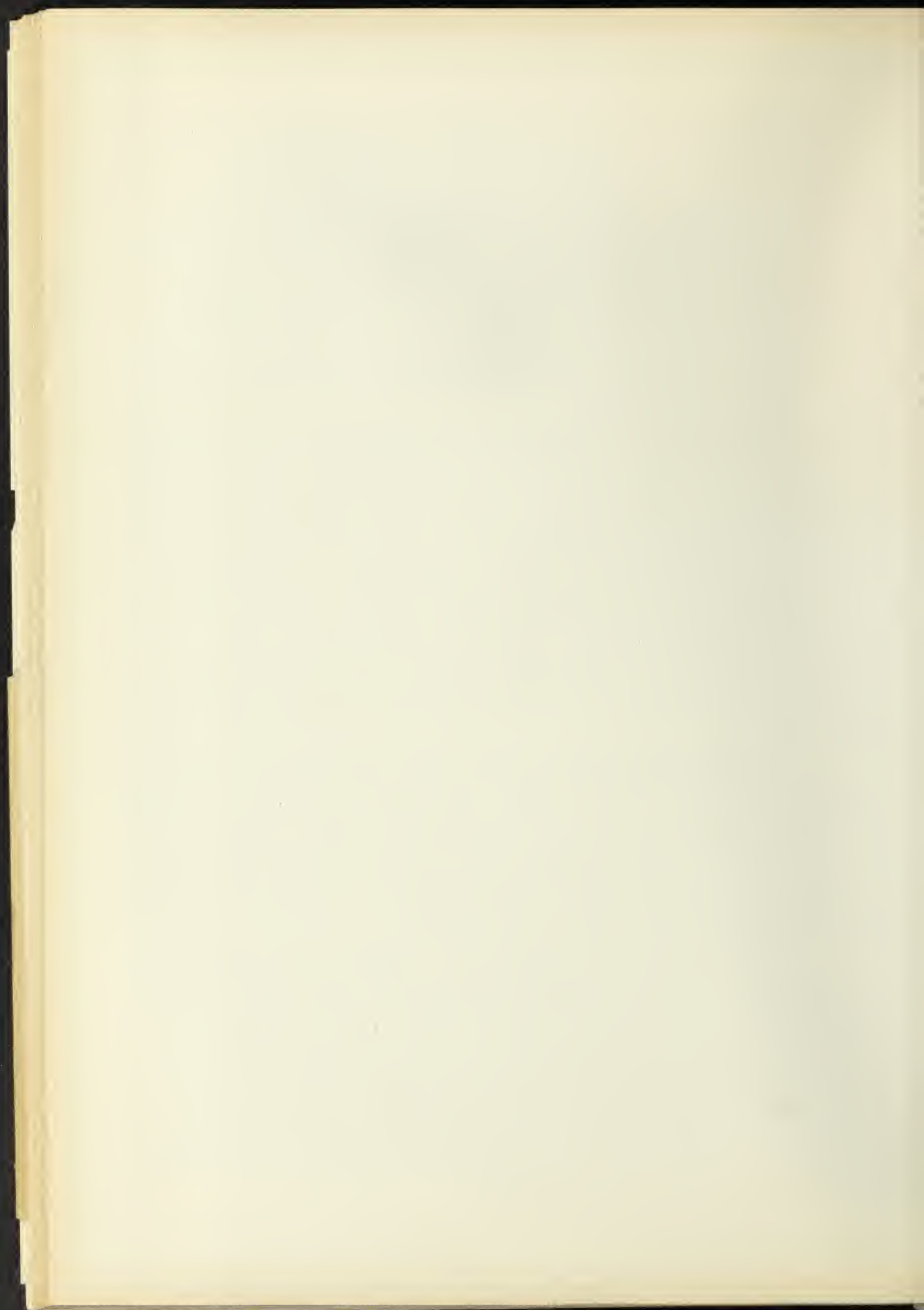
part of the Pacific Belt railroad and independent
of main line reserved for private railroads. In
this layout, the block plan for factories shows
the building space intersected by two north-south
industrial leads and house tracks as compared
with one in Layout A. The sectional details in
the margin of Layout B show the possible track
arrangement.

Section AB, between factory buildings, indicates 20
ft. loading platform, house track and main road, a 20 ft. road-
way for fire protection purposes and a second house track and
platform, requiring 110 ft. between buildings. In this lay-
out, a 40 car yard is provided between Lippincott Road and
Lapier Road, one of similar capacity between Court St. and
Kearney Road and one of 30 cars capacity north of Dayton
Road.

Section CD shows a 25 ft. house platform with house
track and main road, second track running track, a 25 ft. road-
way between buildings and the private right-of-way, requiring
110 feet. The private right-of-way reserved is shown 100 ft.
wide using the balance of the property.

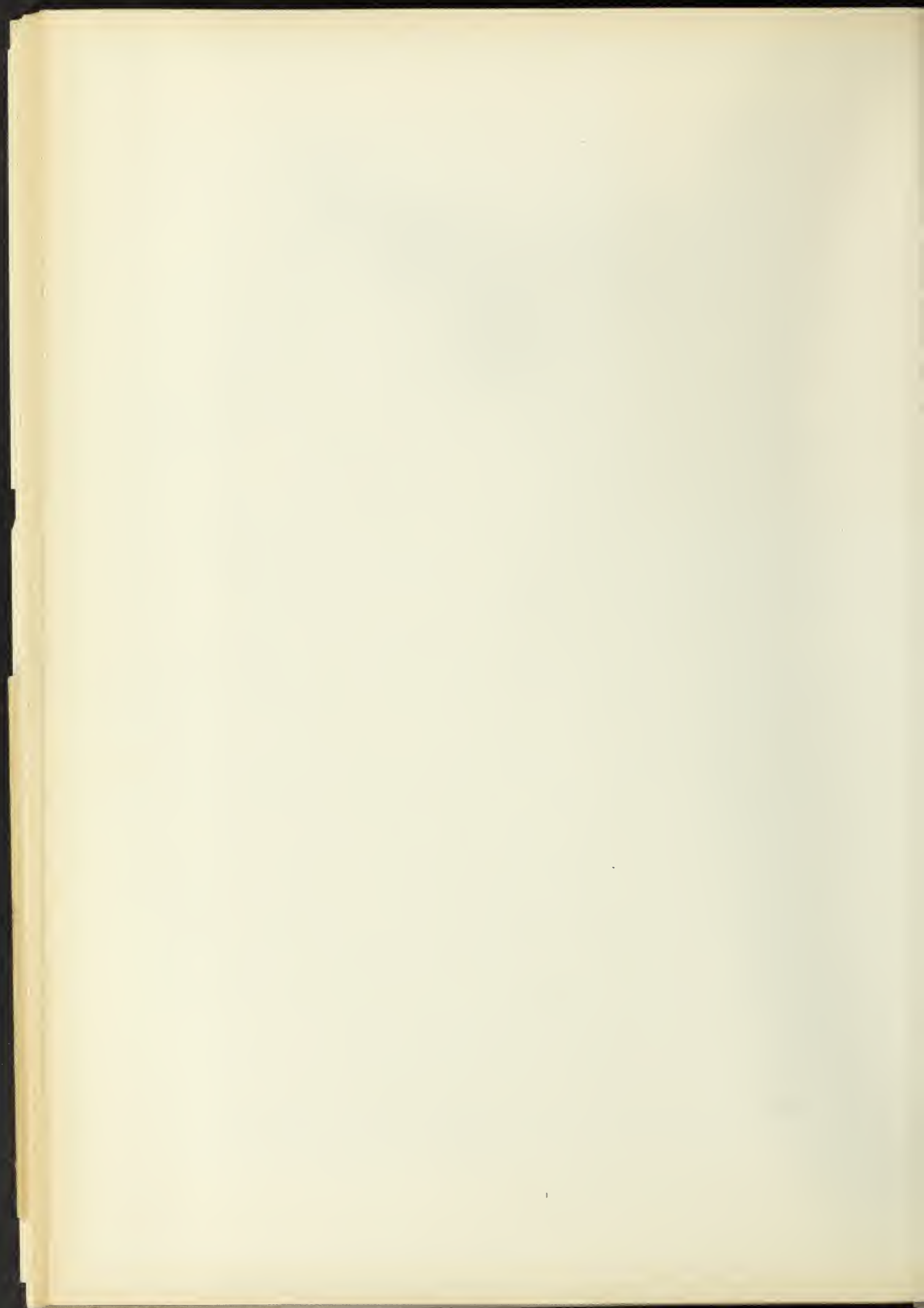
Yards suggested by AB and CD are respectively
40 and 30 cars located between Lippincott Road and Lapier Road
and a 20 car yard north of Dayton Road. It will be noted
that the storage is so worked as to reduce to the minimum
the number of tracks at all road crossings. Interchange is
provided at Kearney St. and Grand Street out-off with suitable
crossing tracks at these points.

See also, page 12, for details of the proposed



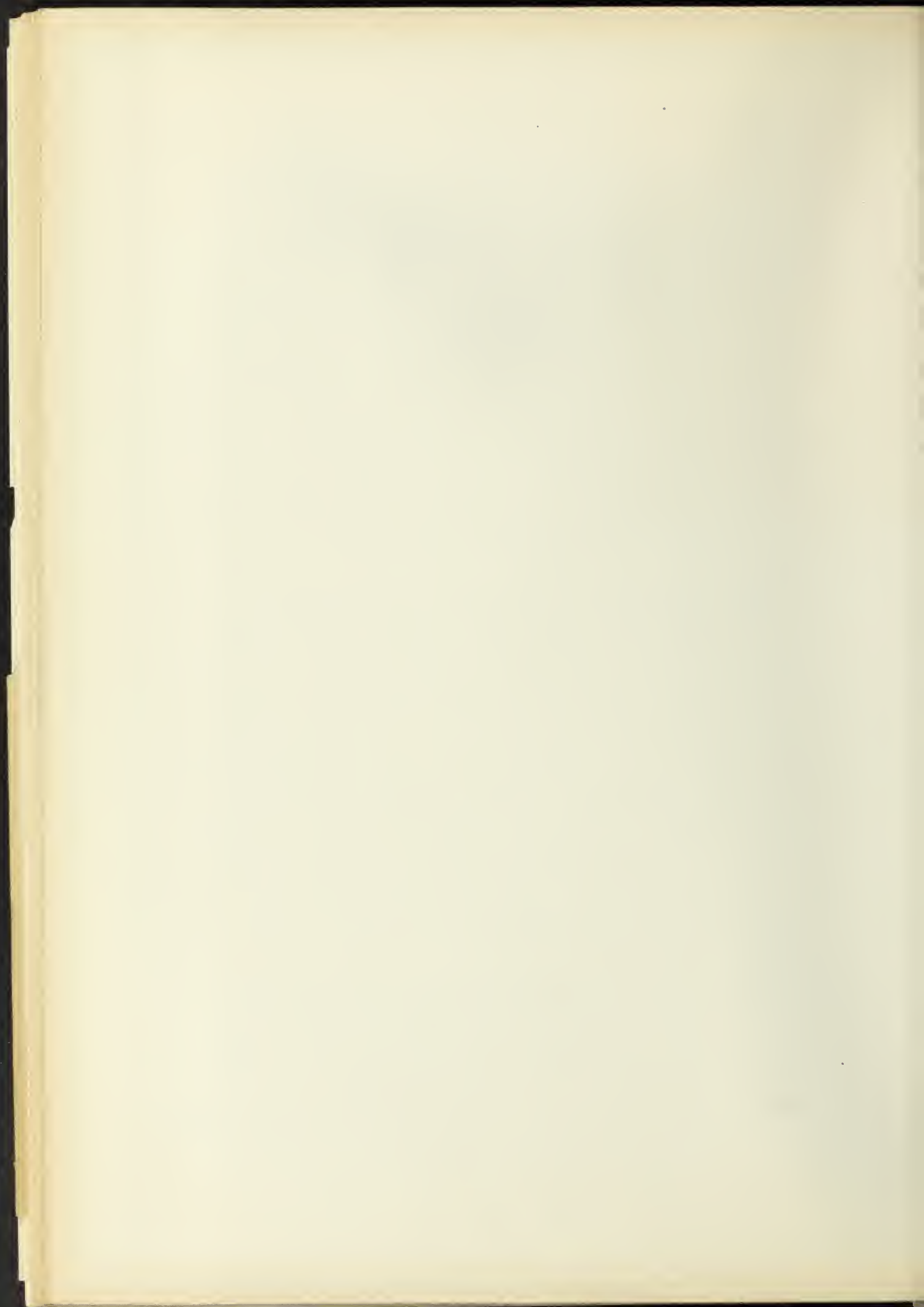
will be required. In Layout A it is assumed that all railroad
switching and yard service on one railroad
will be provided under suitable conditions agreed to by the city
for neutral service. Free running tracks are in all cases
available. In Layout B it is assumed that the private roads
will desire to retain their own private rights-of-way for main
line operation only and that a neutral agency such as the
Public Belt Line will perform all the industrial switching and
classification. The yards shown in these layouts are of course
intended for purely local use, and it is assumed that the
switching service in the Eastside Industrial District would
be supplemented by the existing or proposed railroad yards
at McGraw, Baldy, Grace and Western Ave. (South Flint).

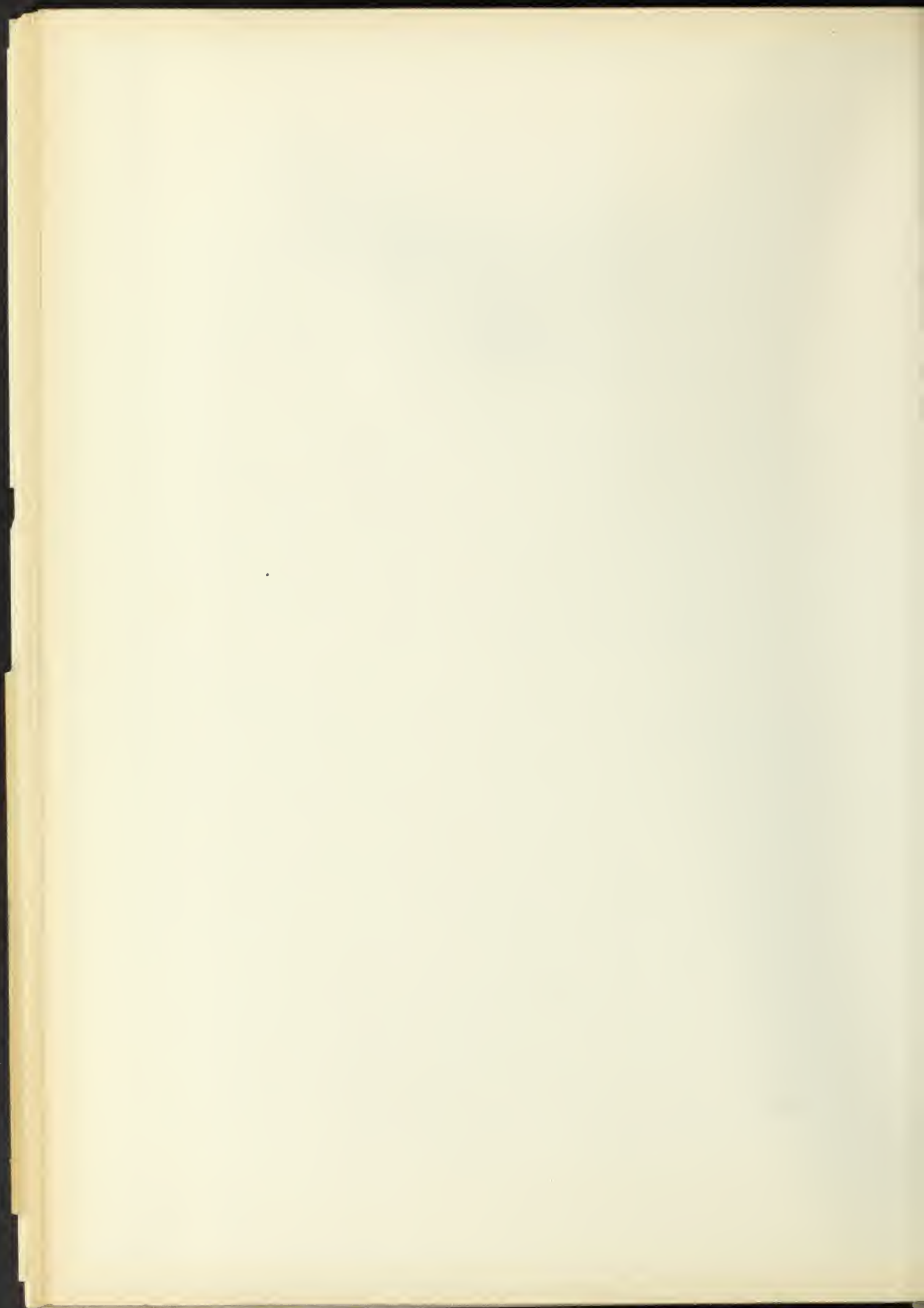
It is deemed essential to a successful outcome of
such a plan that all factory development in this District should
be specifically under city control, also the railroad service
therein and that entrance for any new road, street or electric
should be permitted only under non-competitive conditions as
regards neutrality of service and full co-operation with the
Public Belt Line plan. Provision for such other roads should be
made in both plans by the reservation of a sufficient right-
of-way strip to the south. If the Eastside Industrial District
should be organized as a company, it would secure service at
the present time from the two Great Trunk lines and from the
Great Lakes-Michigan Central line connecting at the southerly
point. Thus ample service would be available at the start and
additional service at such time as the Lake Marquette or other



The plan of the Mill Belt line as finally approved and referred to the appended preliminary report of May 16, 1916, makes the following recommendations:

1. A 100 foot private right-of-way consisting west of the 1/4 mile north-south center line of Sections 8, 9, 10 and 11, outside for the Town located main line cut-off, and with other additional widening lands and local districts as necessary for the proper service of the adjacent industries.
2. Possibly an additional strip through the Mill Belt Industrial District for an increasing industrial widening lands, clear of this line operation (in case local holding lands will require more space than provided in the above 100 foot strip,) so that the necessary future development would not limit as present installation of proper and efficient service tracks for the industrial district.
3. All industry tracks, connecting with main widening lands and the Mill line, as later provided to be cut west added to the necessary foundations, are to be built and controlled by the Mill Belt Association and operated by the railroad under the Mill line plan.





Section 9 - Public Service Belt Lines.

The principle of the neutral Public Belt Line needs no explanation or defense. Belt railroad operation has been in effect for many years in Chicago, New Orleans, St. Louis, Indianapolis, Buffalo, San Francisco, Kansas City, Memphis, etc., with varying degrees of public control, and recently in Baltimore and Philadelphia. In Chicago the inner belt line originally designed as a cut-off is now located so far inside of the city as to be largely an industrial railroad requiring two outside belts concentric therewith, all operating by private roads or by groups of roads on a prorata basis. The Chicago Belt Line stands out primarily as the medium for interchange clearing due to the enormous volume of business destined through Chicago. This is a distinctive feature not approached by any other city due to Chicago being a heavy transfer point. Thus all participating roads deliver to the Belt Line, which interchanges and classifies the cars in an enormous "hump" clearing yard of 10,000 cars daily capacity, thus relieving local terminals and yards of the vast majority of through business. This enterprise has cost approximately \$10,000,000 to date.

In Indianapolis the Belt Railroad nearly encircles the city at a distance of 2 to 3 miles from the center and is operated partly with Belt equipment and partly by the equipment of private roads participating therein. In Philadelphia the city established the nucleus of a Belt Line and leased to the private roads, but this has recently been worked out more fully with a greater measure of public control. In San Francisco the entire waterfront is served by a belt line owned by the state, so St. Louis by the roads participating in the St. Louis



terminal installation, fully joint operation covering both
passenger and freight.

In New Orleans the public control idea has perhaps
been carried to its fullest extent. The Public Belt Railroad
traverses the entire waterfront, serves steamship piers, public
elevators and warehouses and interchanges with all the rail-
roads at the very low figure of \$2.00 per car, including return
of empties. (Since the war, the rate on certain interchange
movements has been increased to \$3.00 per car.) Thanks to
its establishment, the railroad congestion resulted in the
charging of \$10.00 per car for interchanging movements. In
Baltimore, which until recent years was developed entirely on
the private service plan, with individual and competitive
facilities, local switching rates ran as high as \$40 and \$50
per car on certain movements between competitive yards and de-
livery and receipt from shippers had to be made at specified
points, often requiring excessive truck hauls.

One frequent error made in the location of these
belt railroads is to locate them too close to the city, with
the result that as the city grew in and beyond the railroads,
the belt ceased to function as a through line and became merely
a local industry switching road as in Chicago.

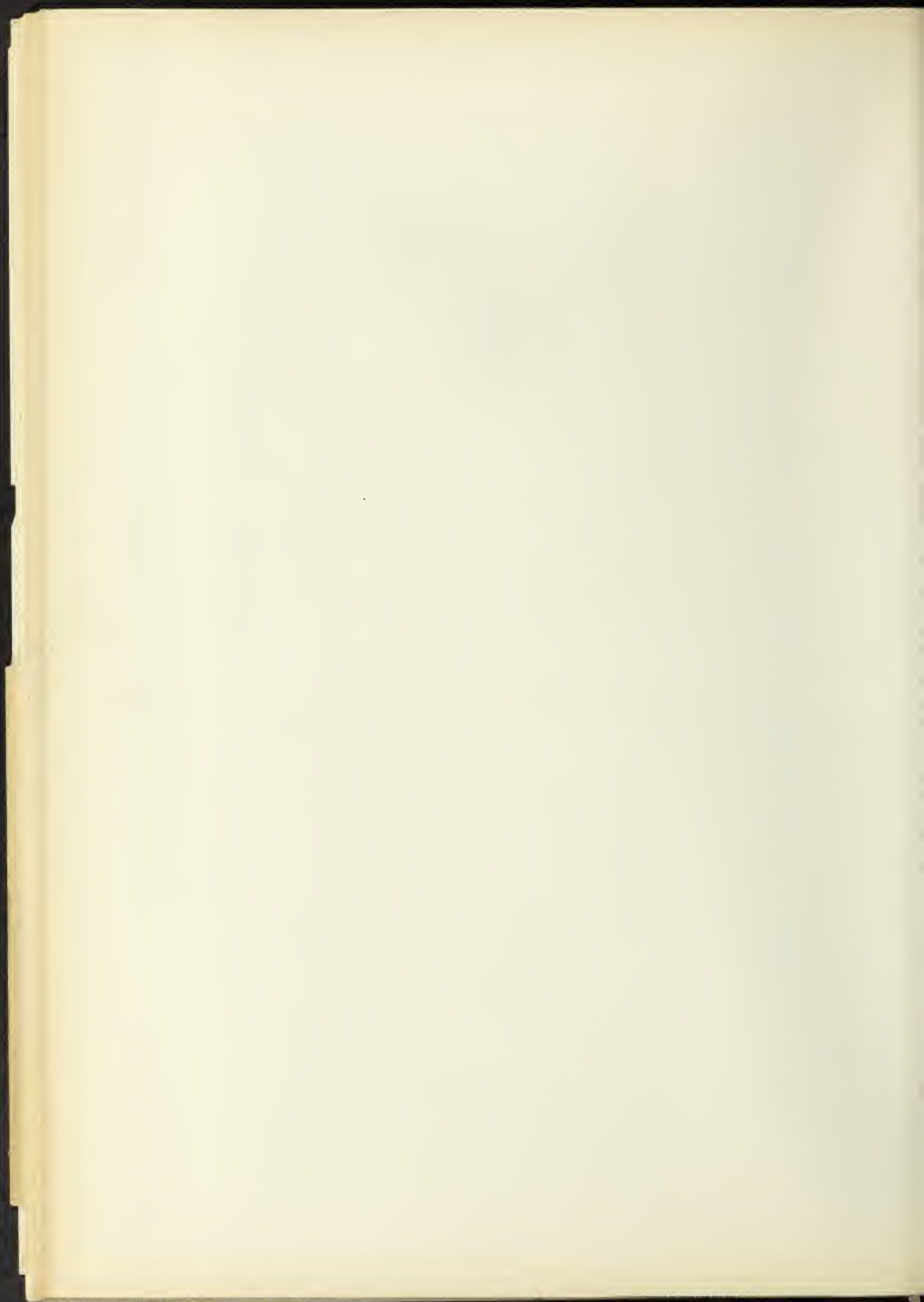
In the City of Flint it is proposed that the railroad
strip through the Eastside Industrial District shall form the
nucleus of a belt railroad connecting the north, east and west-
side industries of Flint. If the improvements suggested in
this report are adopted and from Chicago to Grand Rapids, it is
hoped that the most important section of the belt will be
established and if the following interchanges are made, it will
be the connecting link between the industrial districts and the



Grand Trunk cut-off is constructed, the complete belt will be a reality formed by the Riverside tracks, the Grand Trunk cut-off and the tentative connection respectively. Interchange on through transfer business in Flint will probably not develop to any great extent, so that the proposed belt will function largely as an industrial line, with the north and east sides as the most important lines. As before noted, the Grand Trunk cut-off being located so close in, will probably become more and more an industrial line in the future, and it may quite possibly eventuate that, ultimately, an outer belt will become desirable south of the city, perhaps three miles or more distant. In such event the Grand Trunk will be able to use the public belt line for a considerable distance south to this east and west connection.

It is believed important that the city should not now complete the closing of the belt through the northwest section, but rather to reserve this section for residential development and confine railroad development entirely to the east and south sides. Reference to Exhibit 1 shows that such an outer belt on the south side would offer a convenient route for the Michigan Central from Grand to Owosso, Michigan, particularly if connected with the proposed Michigan Electric line from Owosso to Flint. The two electric interurbans also providing the connecting line around Flint.

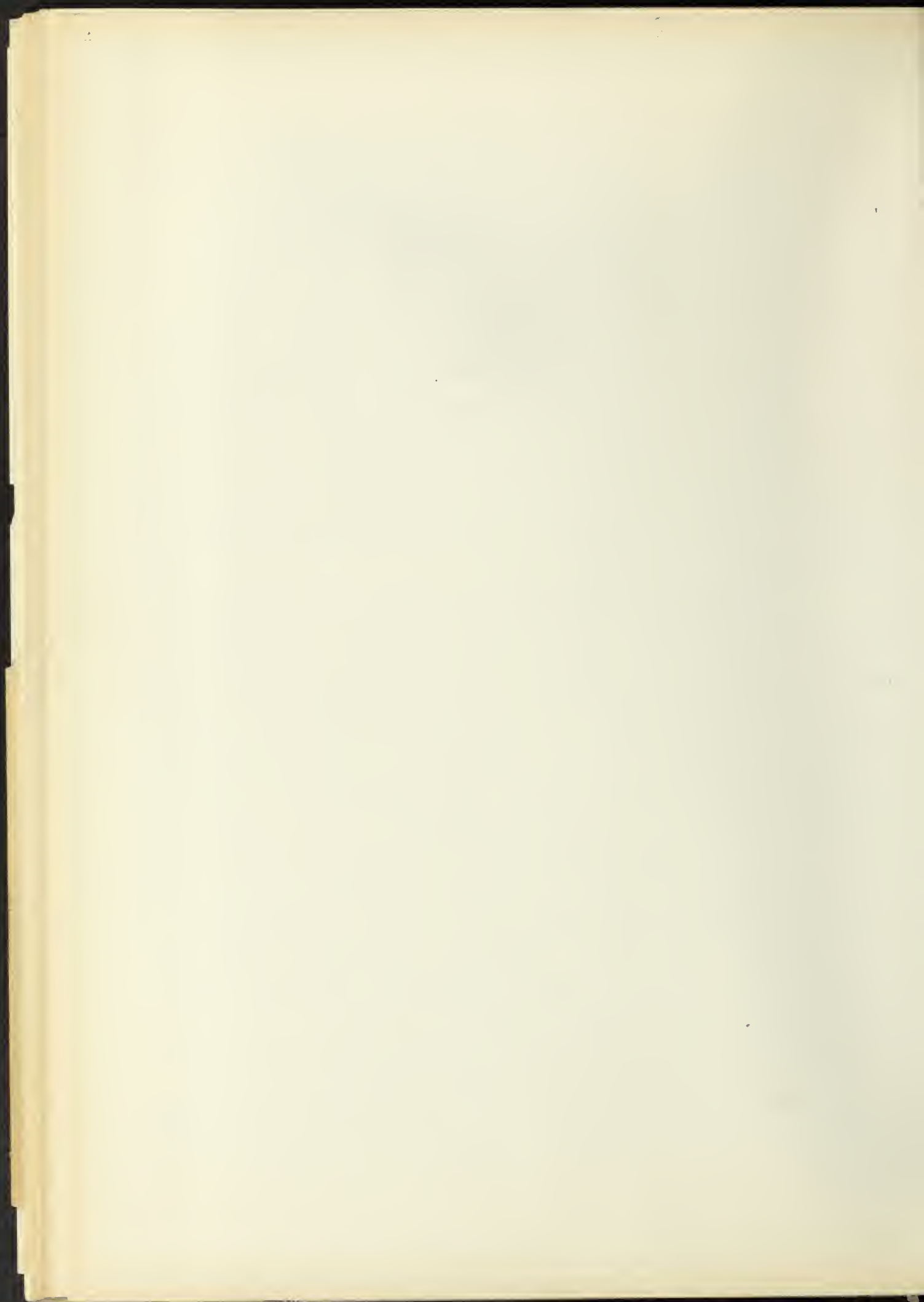
If the private railroads can be convinced of the advantage of this Public Belt project for avoiding the cost of constructing independent lines of their own, it is obvious that by pooling the Public Belt outside there is question of the city's financial position and the possibility of a public belt.



line within the city, and full advantages of the Public Belt could be realized at minimum costs. Under this plan, the Park Marquette would only have to construct a connection from its yard to the belt line opposite Water Works Park and a connection from Grays to its own line south, thus avoiding passage northwards of the expense of its individual out-off line. Similarly, the Grand Trunk could eventually secure an out-off line at perhaps half the cost of an independent line. The Michigan Electric could also secure entrance at a fraction of the cost of its proposed entrance, if it were decided to be most desirable to operate around the city, rather than through it, the freight service.

Further, the Public Belt railroad would offer an opportunity for rapid freight terminal service. Although no great necessity appears for concentrated freight houses at this or the present time, this may occur in the future, particularly if other lines desire entrance, so that this feature would appear vital in encouraging such an entrance. For the immediate future, it is deemed sufficient that the nucleus of the Public Belt through the Georgian Industrial District should be operated under proper restrictions and guarantees by the private roads, so the commercial development of the city has not yet reached a point where these roads if so developed might interfere with adequate service.

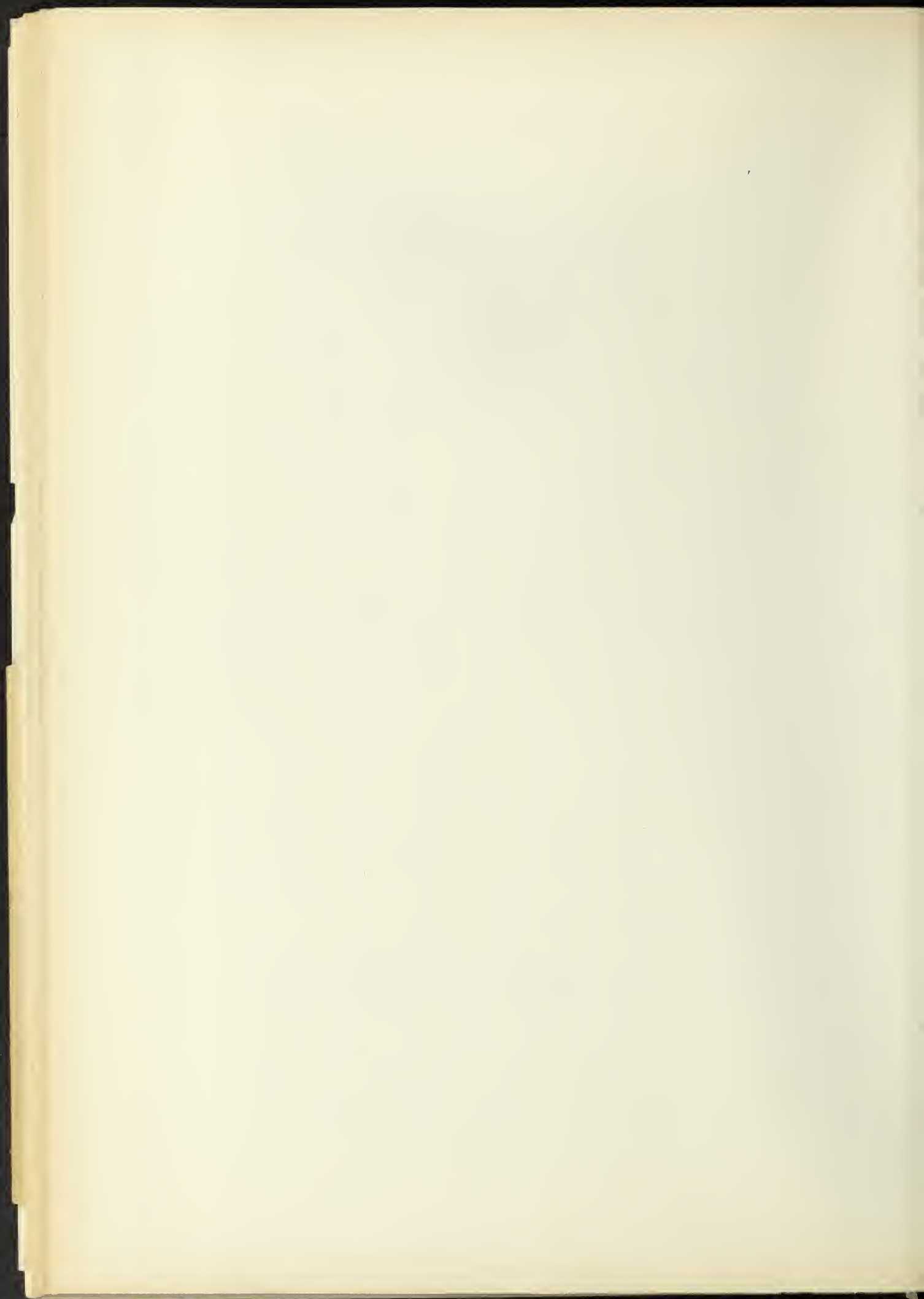
It appears that both the Grand Trunk and the Park Marquette would have to surrender their rights-of-way, in the city, to the Public Belt, and it will be necessary for the city to acquire the rights-of-way of the Grand Trunk and the Park Marquette, and to operate the Public Belt as a public utility, and to operate the Grand Trunk and the Park Marquette as private utilities.

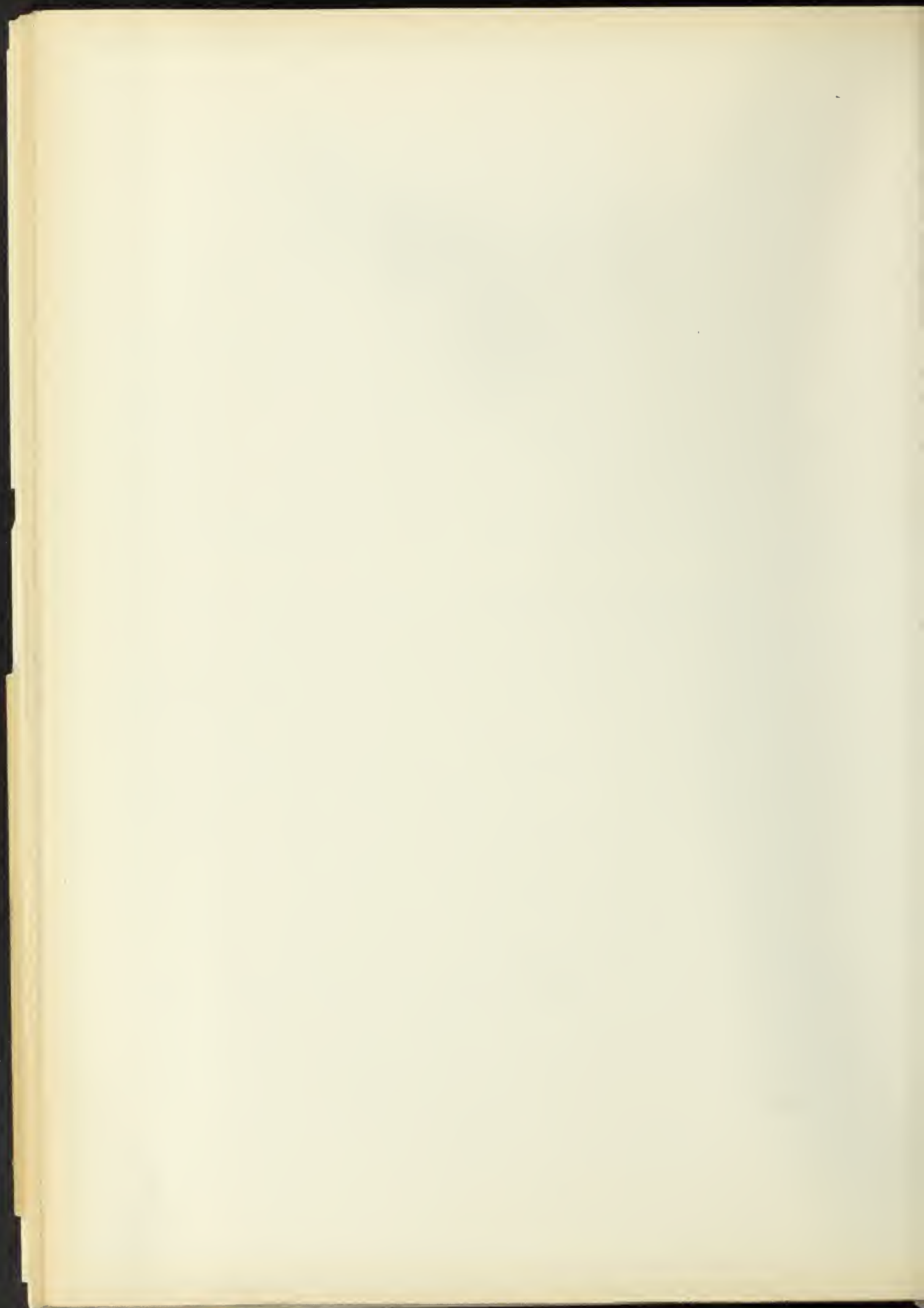


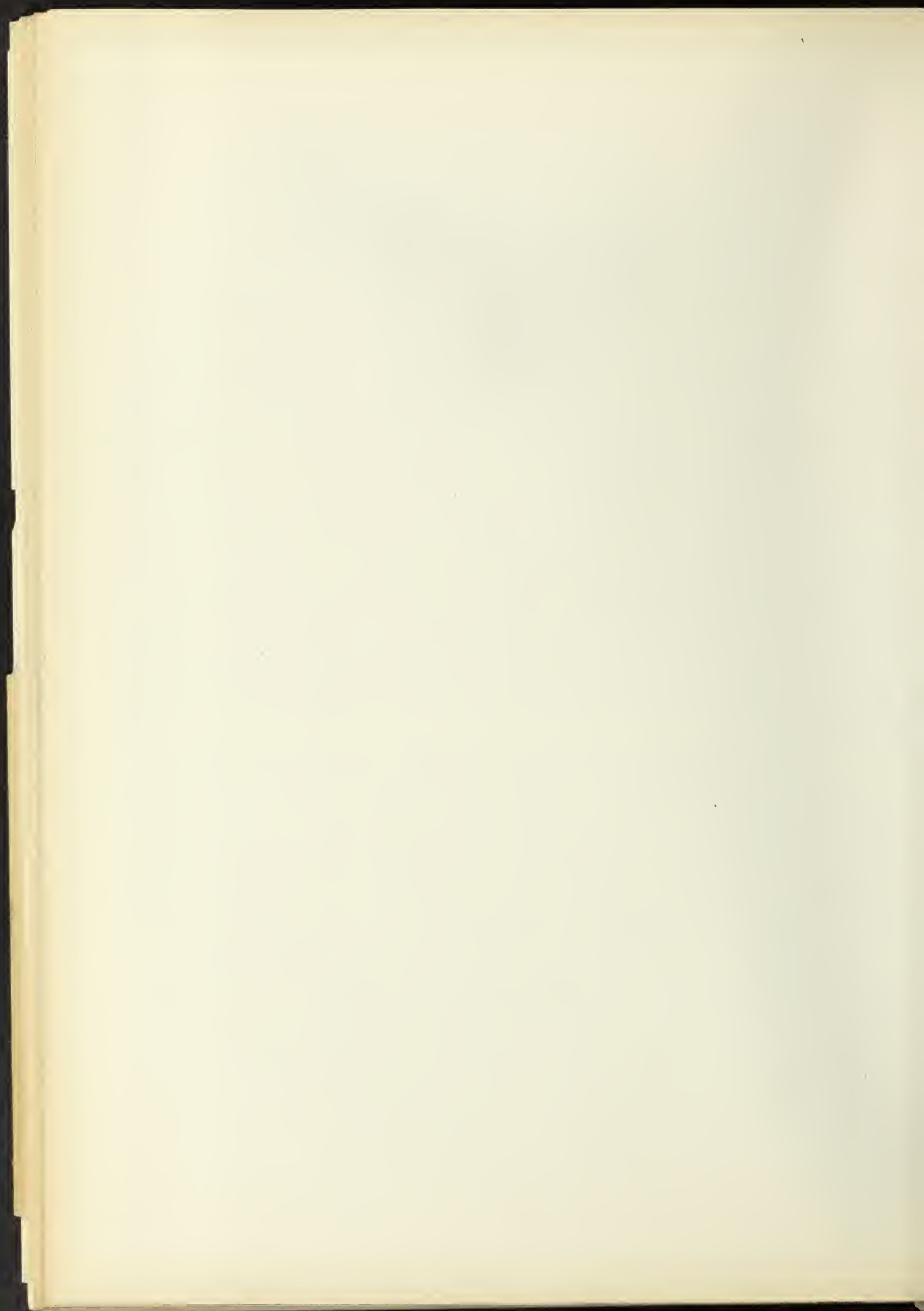
Looking out over the city of the proposed industrial district
the factory locations would be restricted to those by reason
of a rearrangement of the switching leads a two-track Public
Belt main line can be established through the tract to the west
of the right-of-way now disposed of, making it possible to
reduce the local private switching movements across this Public
Belt line, providing adequate connections at the north and south
ends for the use of the private roads connecting with the in-
dustrial. In other words, the right-of-way for the proposed
Great Lakes and Pere Marquette lines should not be deemed to
include these roads with the understanding that they alone are to have
access to the adjacent industrial districts without competition.
For by such action the City would place itself entirely in the
hands of these railroads and render impossible the ultimate
fulfillment of the Public Belt idea. But if these right-of-
way could be deemed subject to re-acquire by the City to payment
of the fair value of the construction thereof there would be
no necessity of reserving extra space for Public Belt tracks.
The ultimate layout will depend entirely upon the conditions
which the railroads will accept supplemental to the securing
of the right-of-way as contemplated.

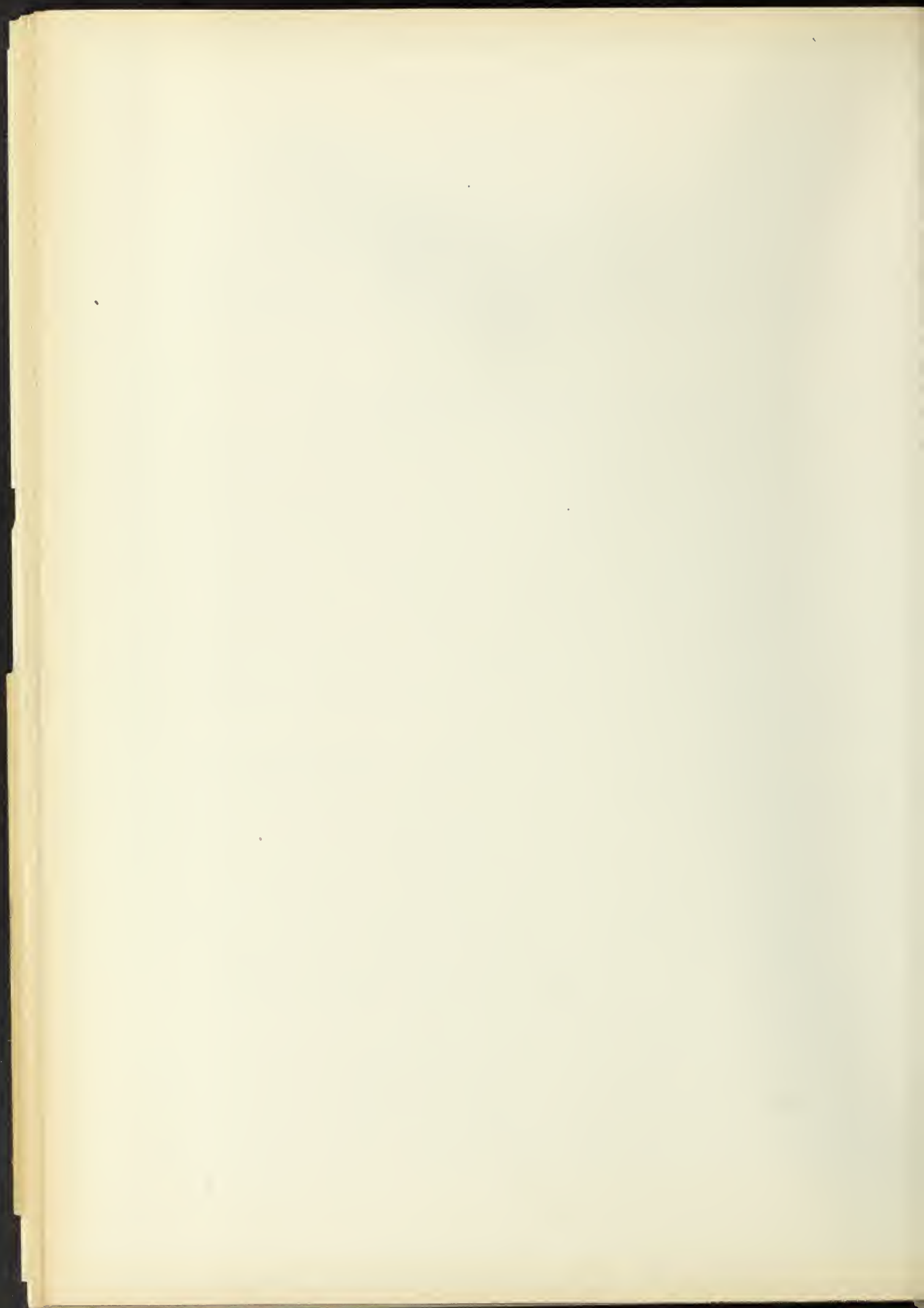
Section B - New railroad outlet for Chevrolet district.

The location of the Chevrolet industries along the
Lower River River bottom and North Broadway St., will limit
the both sides of the street. It is practically impossible to secure these
lands for the proposed outlet tracks from the lower portion of the
river. The only way to secure the outlet tracks is to secure the
lands for the proposed outlet tracks from the lower portion of the
river. The only way to secure the outlet tracks is to secure the
lands for the proposed outlet tracks from the lower portion of the
river.









the Pere Marquette main line north of Second St. With the extensive alteration of Third Street channel suggested as "Alternative", a very large addition to this bottom land area would be available and spur tracks would be available to other interests such as port buildings located at this low level.

Second St. Viaduct: Exhibit 15 indicates the regular profile of the proposed Second St. referred to in the preceding plans. It will be seen that if extended to Ann Arbor St. a grade of 3.0% is obtainable with 22 ft. over the top of the Pere Marquette rails and 1.84 at the south end where the viaduct crosses Third Creek. This viaduct should have concrete arches or beam and column construction.

Section 7 - Grand Trunk Eastside Yard:

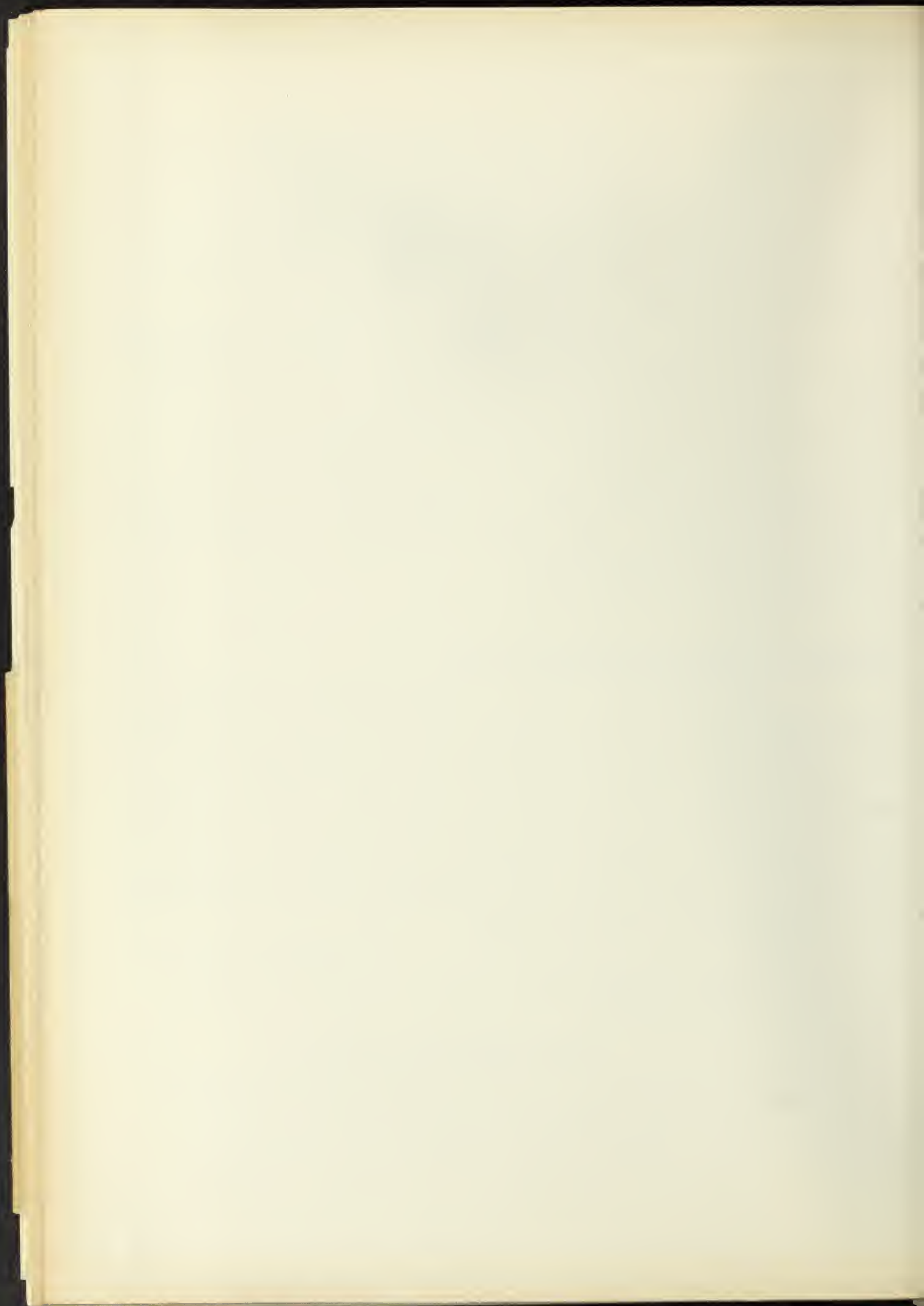
The questions involved in the location of the yard along Burton St. have been previously referred to, as this matter was reported upon when the litigation between the Grand Trunk Railroad and the City of Flint was in progress. It will suffice to include this preliminary statement of the problem in this section, as no further facts have developed to warrant changes in the recommendations originally made:

"Mr. John H. Farley,
City Attorney,
Flint, Michigan.
Dear Sir:

August 15, 1917.

Grand Trunk Eastside Yard

"In reference to the matter of the Grand Trunk East Flint yard, referred to in your favor of the 30th ult., I beg to submit to you my recommendations, which are made after a review of the documents enclosed with your letter, including the proposal of the Grand Trunk General Agent at Flint, transmitted with your letter and also after conferences with Avery Forester Gilman of the Grand Trunk and General Agent John H. Farley. As a result of a final conference with Mr. Gilman and Mr. Farley, we have



practically reached an understanding which I will be as fair and to both the Railroad and the City, and the terms are embodied in the paragraphs below, under "Provisions".

"I enclose herewith a diagram map indicating the general scheme of railroads in Flint as existing or at some time proposed, and will refer to this map below. I also enclose profile of Grand Trunk main line through Flint showing relative location of grades referred to.

"After considering the more important phases of the question now at issue, I certainly believe that it is most unfortunate that the East Flint Yard along Burton Street was ever located in its present position. Unquestionably it should have been located further east across Gilkey Creek on account of its proximity to the settled districts north of Burton St. However, it is there and our problem is to discover methods of operation whereby the contemplated railroads will be acted.

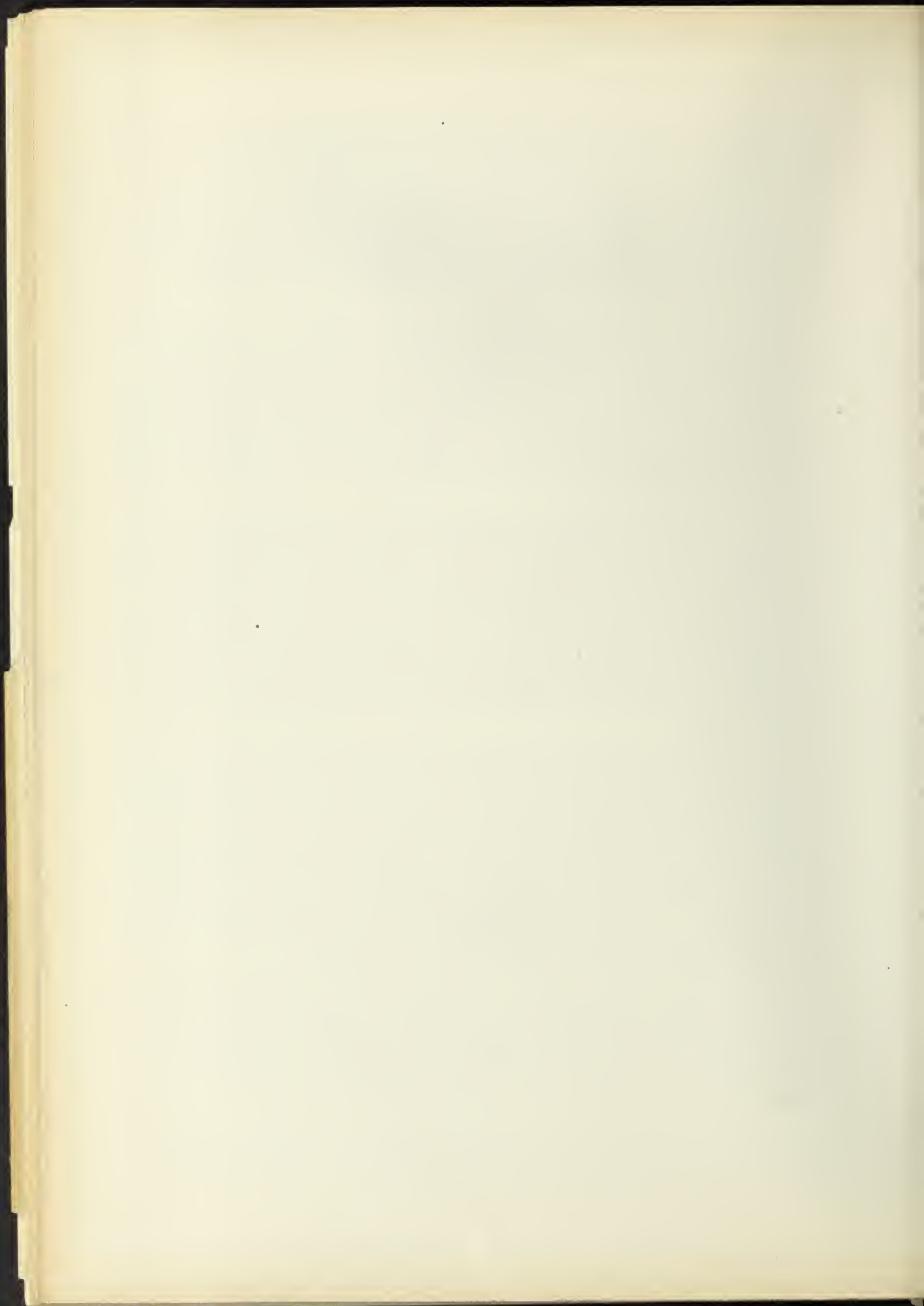
"In view of the pending development of the Eastside Industrial District, through which the Detroit, United and Grand Marquette lines are to run, this East Flint Yard cannot be located at the top of the Grand Trunk grade west of Gilkey Creek, as in this position it would lie straight across Western Road. Or if a 400 ft. drilling space is to be provided at the west end of the yard on level ground the yard would have to be located directly across the D.U.R.-P.M. main lines, which was the location in this vicinity. Either location would, in my judgment, be impracticable.

"If the yard should be located entirely east of the D.U.R.-P.M. line, there ought to be a 400 ft. drill space clear of the D.U.R.-P.M. line, to avoid interferences from switching operations. And as the yard is to be 2100 ft. long, this would throw it well toward Belsay, as will be clear from the diagram enclosed. However, the Grand Trunk is now contemplating building at Belsay 3 or 4 and later 5 long tracks for accommodating full length trains, so that the removal of the Flint Eastside yard at this time to the last named locations would hardly be warranted in addition to the Belsay tracks, which are more needed.

"If the development of the Eastside industrial territory could be clearly foreseen, it might be best to start with a yard with a few tracks, but in the present situation it would seem to be wiser to await development before undertaking the expense of relocating the East Flint yard at that point.

"Between Belsay and the downtown freight center there appears to be no location where a yard can be reasonably located and expanded. But will advise the Commission to which the East Flint yard is now subject.

"I am, Sir, very respectfully,
Your obedient servant,
J. H. ...



handling of local city freight is being set for hold delivery of material city freight will take place in this yard. On the other hand, it is to be used for holding cars of cars from some platforms or team tracks so that yard engines could avoid the need to bring them all into classification would be lost.

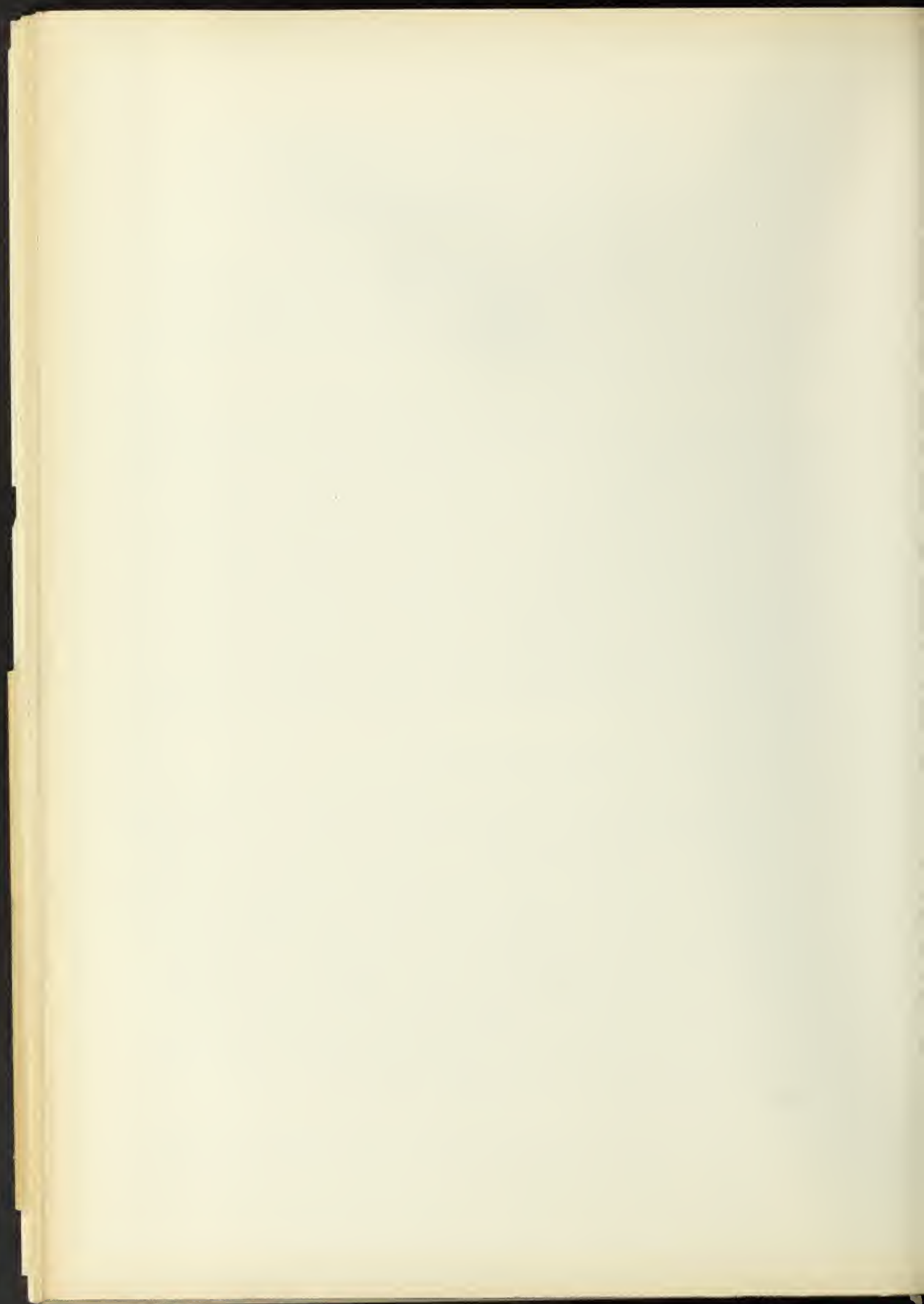
"Temporarily this yard will have to be used for cars to and from the Chevrolet loading docks. This loading dock on Barclay St. is to be abandoned as soon as the west side yards are built or equivalent facilities are developed for receiving the Green Line freight out-off line directly from the Chevrolet district.

"There is no question in my mind that this yard is needed at the present time to handle the light business properly and I understand that it has been necessary for the Railways Company to exchange local freight and that it may have to exchange all freight. Due to lack of reversibly capacity taking all of these contingencies into consideration, I feel that it will be best for the city to grant at this time a temporary permit to the Grand Union for the completion of the yard and its operation for a period of 10 years, subject to certain provisions and safeguards as indicated below in very general terms. In making this recommendation, I recognize the fact that the yard is a nuisance, but I also recognize that it is badly needed and that a better location suited to the needs of the immediate future is not apparent. In my judgment, it is only necessary for the city to safeguard itself in operation of the yard.

"Provisions for Temporary Grant"

- "1. East Becker and either Willow-Pine or Walnut St. be maintained for traffic and the street restored when suitable. The street be guarded at all times by watermen, gates or crossing bells. It would seem that of the two, Willow-Pine would be preferable to Walnut St. because of the fact that with D City St. open it is the tributary necessary to better advantage for cars across a longer number of tracks where there would probably be no standing cars. If there is a question as to whether Willow St. can be opened, it would be wiser to keep Willow-Pine open rather than Walnut St.
- "The necessity of further street crossings than Becker and Willow is not apparent, owing to the great short distance between them, about 200 ft. further crossings would only complicate matters and decrease the efficiency of the yard.

- "2. That a green recommendation be adopted out at the present time of the yard to provide for the extension of Barclay St. under the railroad to connect with Green Line. Subject to the view of people who are possible further west. It would be well to have a view of the yard from the west side of the city.



That the Railway have the right to complete and operate this yard for a period of _____ years, at the end of which period all tracks located north of the 10th St. right-of-way will be removed, if the city so direct, and the operation of the remaining tracks discontinued for various periods.

"4. That the Flint Westside Yard shall not be used for classification or general switching purposes. Your work to be done entirely at the yards built or to be built at the east and west ends of the freight cut-off line.

"5. That the Railway Company will schedule its daily interchanges with the Pere Marquette so as to fall outside of the hours in the business day, especially the rush hours, in order to reduce to a minimum the traffic interference across Saginaw St.

"6. That the Railway Company will take under immediate consideration and agree to co-operate to the extent of its best judgment and necessities, with the city and with other roads, in the organizing of Belt Line switching facilities as soon as required for the purpose of further developing the industrial districts of Flint and removing existing service limitations within the central part of the city, and that in all future extensions or rearrangements of its facilities the Railway Company will reserve the best ways and means of securing this improved Belt Line service.

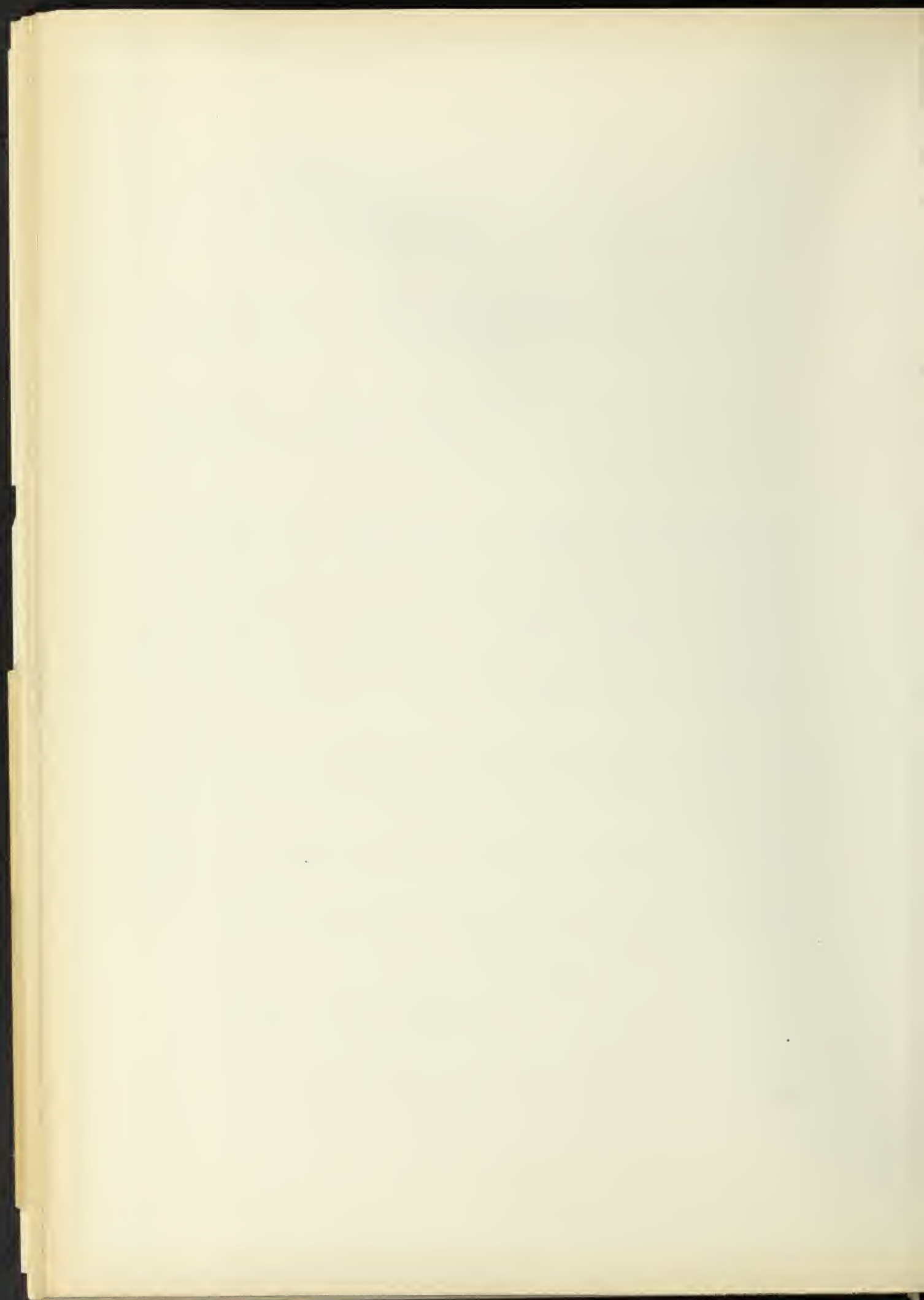
"As to the term of years, it is probable that five years is too short and ten years might be too long. I would then most possibly fix upon a term of seven and six months extended until sufficient, although the years would be in approximate.

"Trusting my suggestions adequate for now-compliance I remain, Yours truly,

"Trusting that this will fulfill your needs, I am,

"Very truly yours,

(SIGNED) JOHN T. HANCOCK

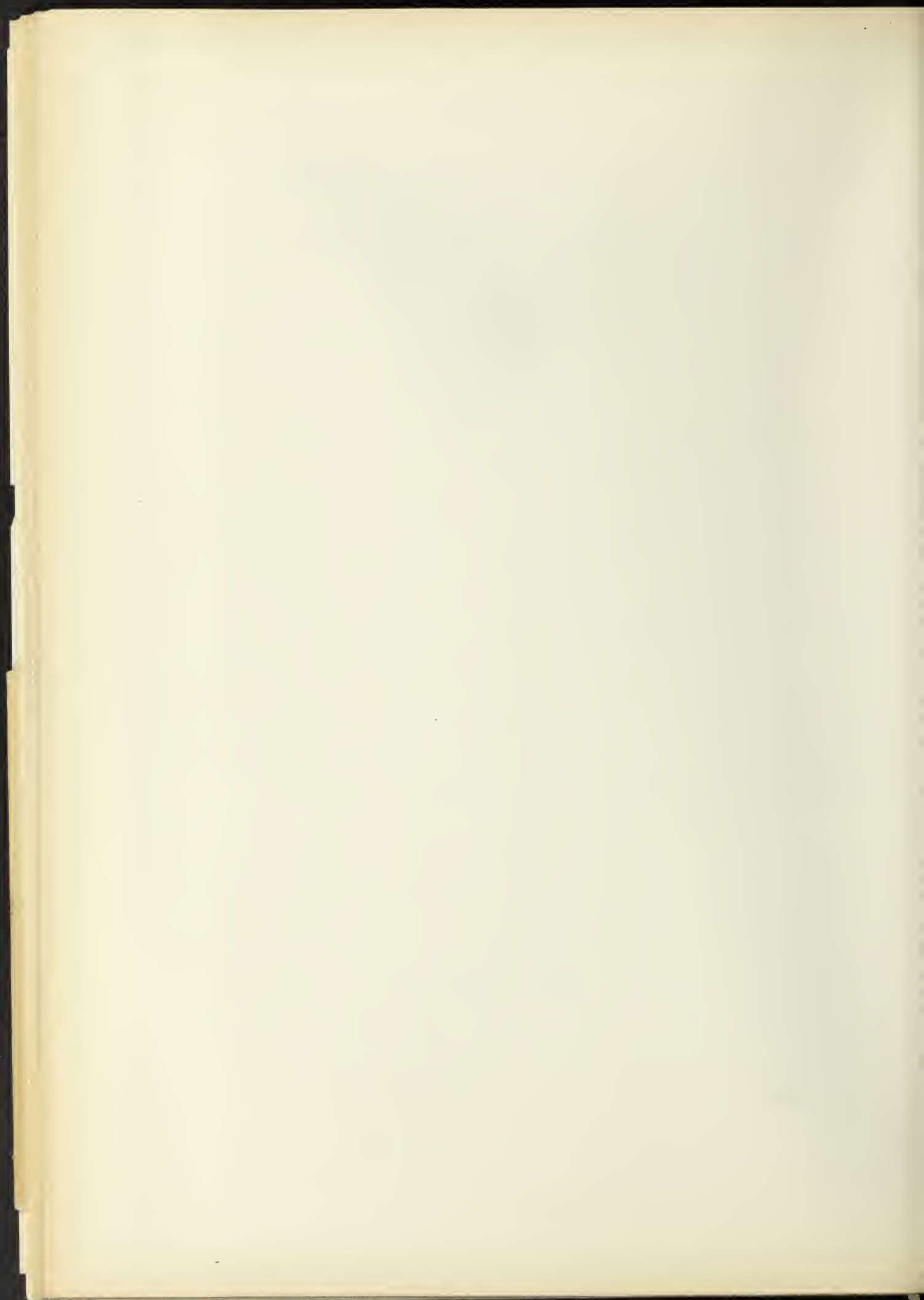


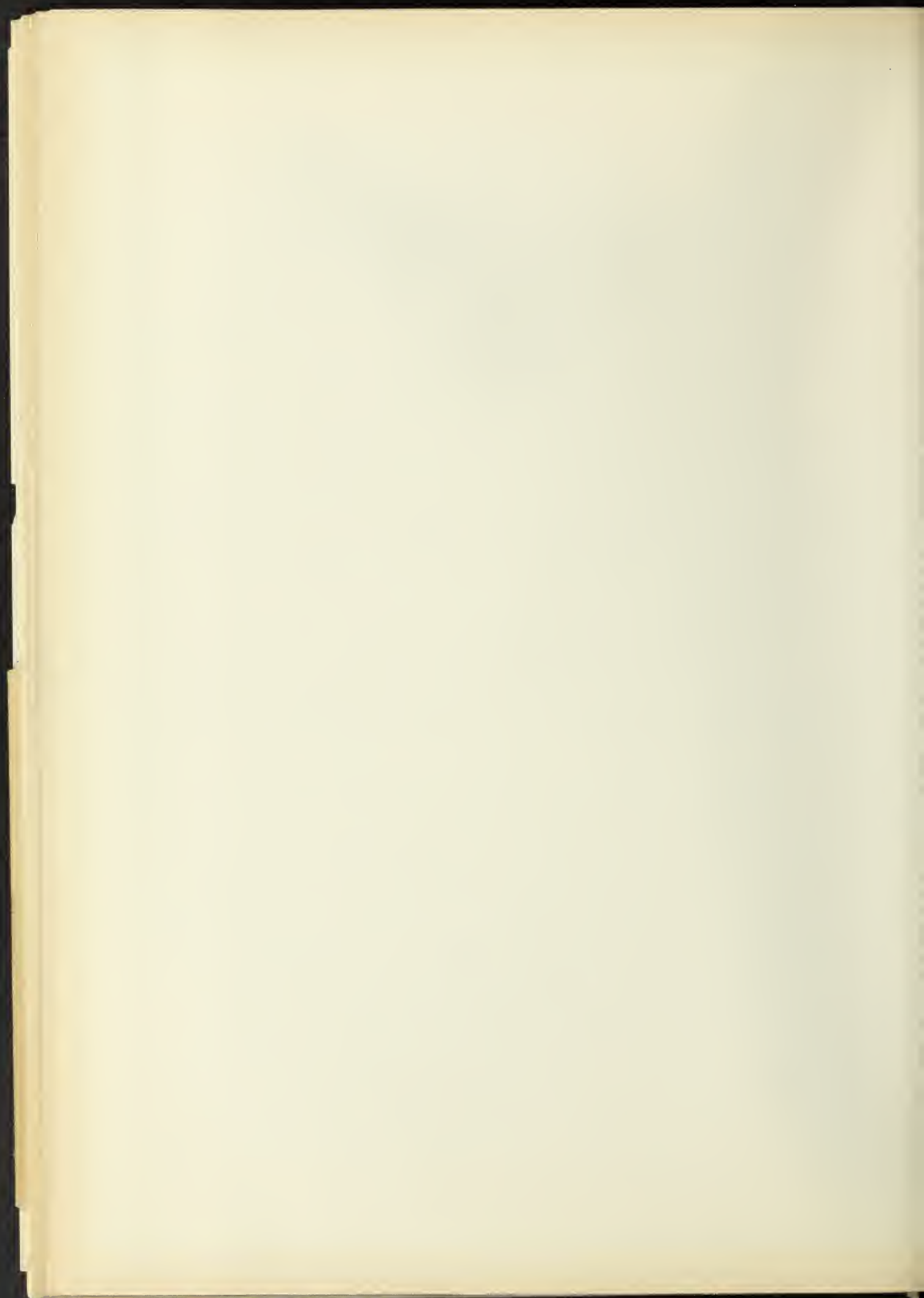
Section 9 - main station plans and grade elevations.

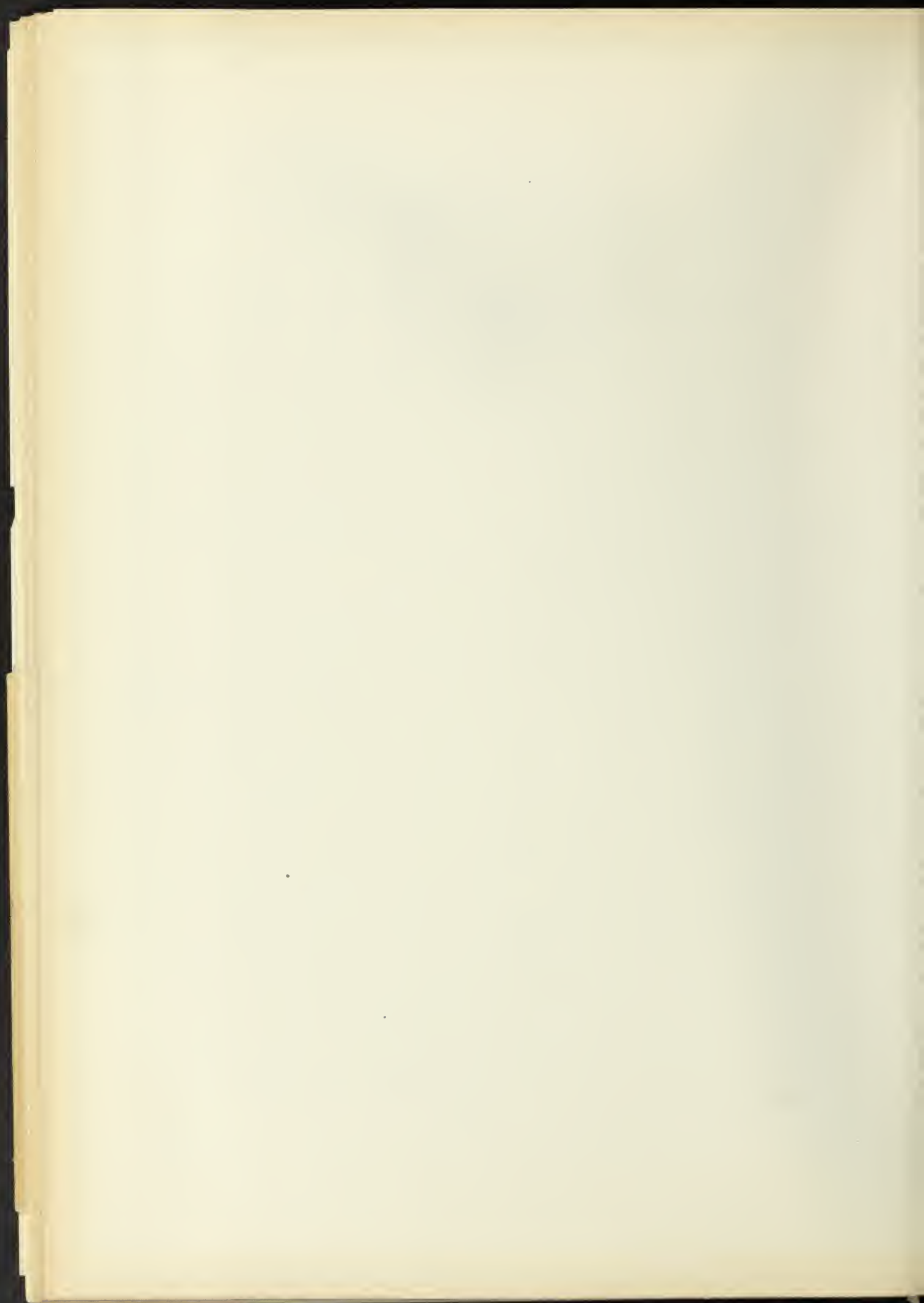
From the previous statement of railroad traffic through the center of the city and the discussion of facilities for by-passing freight around the city, together with the data established with respect to the very high ground, the consideration cannot be avoided that some of the questions of grade elevation will become a vital one in future. At present time the Port Huron is the best equipped and situated, but has no other alternative except the construction of the proposed station cut-off. Conditions would then be unfavorable for some years. Should the Grand Trunk or other the western railroad have proposed plans, this would also assist in deferring the time of necessary grade elevation. To anticipate this problem, a number of plans are included showing various possibilities, and are to be regarded as engineering studies to aid and rather than recommendations for immediate grade elevation in detail.

When such plans are considered, the expense of new elevated tracks and the consideration of new passenger station facilities for about 100 feet, for increase in passenger business may very likely favor consideration of such a plan, as well as the freight situation. It is assumed that any new railroad investment in passenger stations should have some other station plans that will be of use.

These studies are intended to be of use in the future. It is assumed that the relation of the territory to the Grand Trunk and the other railroad is such that the station should be located in a position that will be of use.



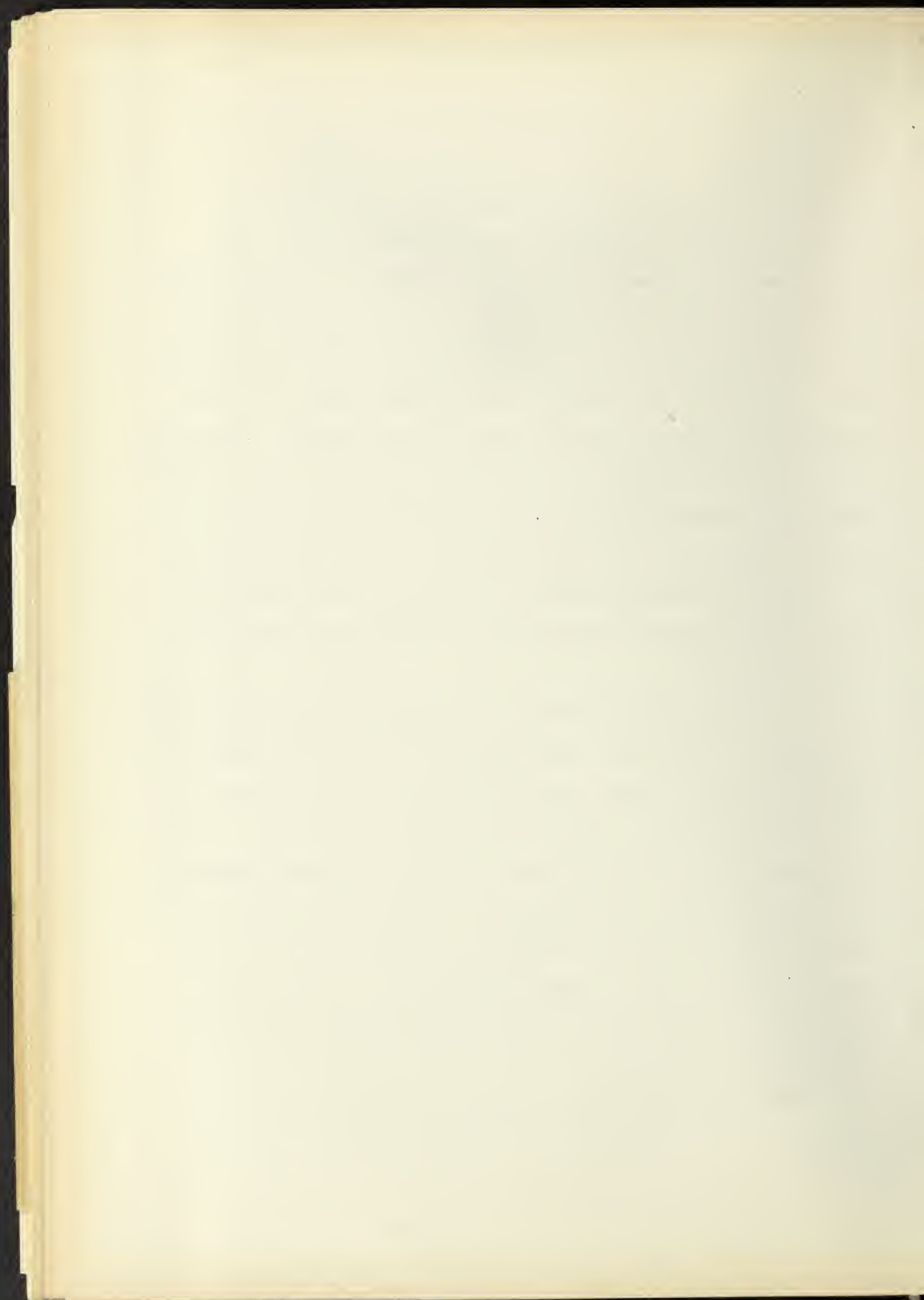




river bank, is offered as a suggestion and never so proper such-
ness developments. The Flint River frontage should of course
be improved for a proper station approach, with parking and
circulating service driveways, while on the Union St. side
would probably be developed the main building or headhouse with
suitable paved plaza and approaches. It is fortunate that the
railroad already owns a considerable amount of the ground nec-
essary to develop such a plaza, which ground area is now oc-
cupied by the existing freight house and team tracks. Further-
more, the City has acquired substantially one-half of the block
between Harrison and Clifford Sts. facing on Union St. The
City also owns most of the Flint River frontage next to Water
St. It would thus seem possible to develop in this location
a Union Station with an architectural setting quite adequate
to the enterprise.

The valuable frontage on Saginaw St. should perhaps
be retained to Brush St., thus leaving the Smith building or
similar structures intact, with possibly an arcade station en-
trance from Saginaw St. beneath the elevated structure. And it
may be stated here that the rather restricted roadway entrance
to the station plaza from Saginaw St. would be desirable in
order to encourage the use of Harrison and Clifford Sts. for
vehicle approach, thus relieving Saginaw St. of the traffic
concentration which would certainly take place if the entire
frontage were left open.

While immediate economy would perhaps dictate the
retention of the freight houses in their present position and
the location of both headhouse and plaza along the river, such
a self-served solution of a big problem would seem hardly



destinations and it is therefore reasonable to expect that all the freight houses be set back to Clifford St., thus adding the area of Union St. to the available land for a slightly plaza and station building site. A suitable location for the team tracks displaced could probably be found either in the rear of the new freight house location or on property now occupied by the Michigan Light Co. For, by the time the Union Station is constructed it seems quite probable that some of this river front land now occupied by coal piles can be reclaimed for more efficient use. The major part of the team track capacity, however, should properly be located in Thread Creek Bottoms, as elsewhere noted.

Ex-
hibit

22

Exhibit 22 indicates a standard profile of the Pere Marquette alignment under this plan. The maximum grade is 1.0 percent, which possibly can be reduced by close designing.

Ex-
hibit

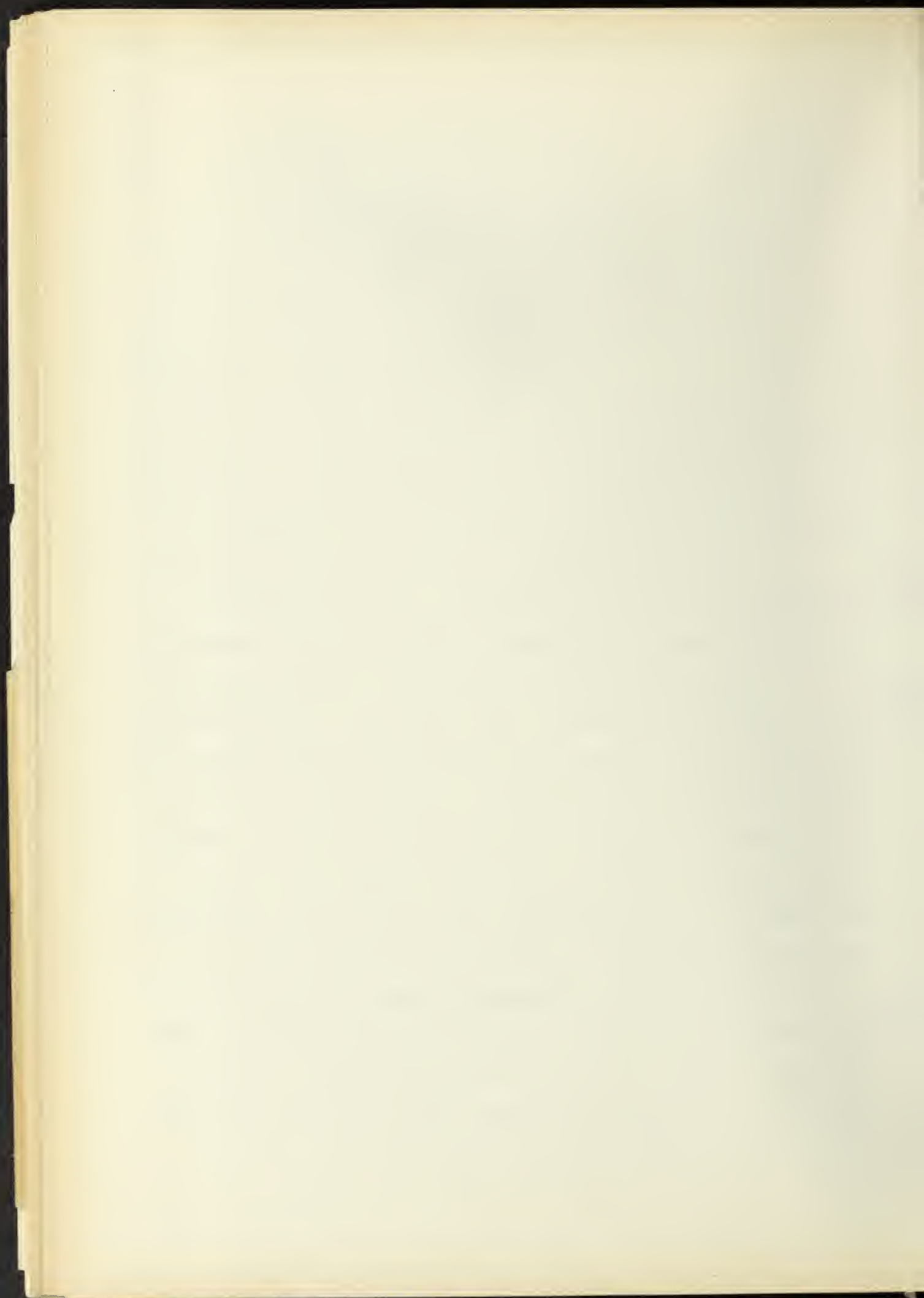
23

Similarly, Exhibit 23 indicates a standard profile of the Grand Trunk alignment under this plan. On this profile will be noted the two possible approaches from the station elevation above noted, viz: Smith St., 1.25% grade, and over Thread Creek, 1.0% grade. The latter would of course require reconstruction of the river and creek bridges and if this were done it is not unreasonable that consideration should be given to straightening the channels of these streams.

Ex-
hibit

D-24

Union Station - St. John St. Site: Plan (D) indicates a possible new development along St. John St., which has some features of merit. In this plan the Pere Marquette retains practically its present alignment, while the Grand Trunk main line extends straight across the Flint River from the high ground at Richfield Road joining the Pere Marquette by an easy curve at Lyon St. and returning to its old main line west of



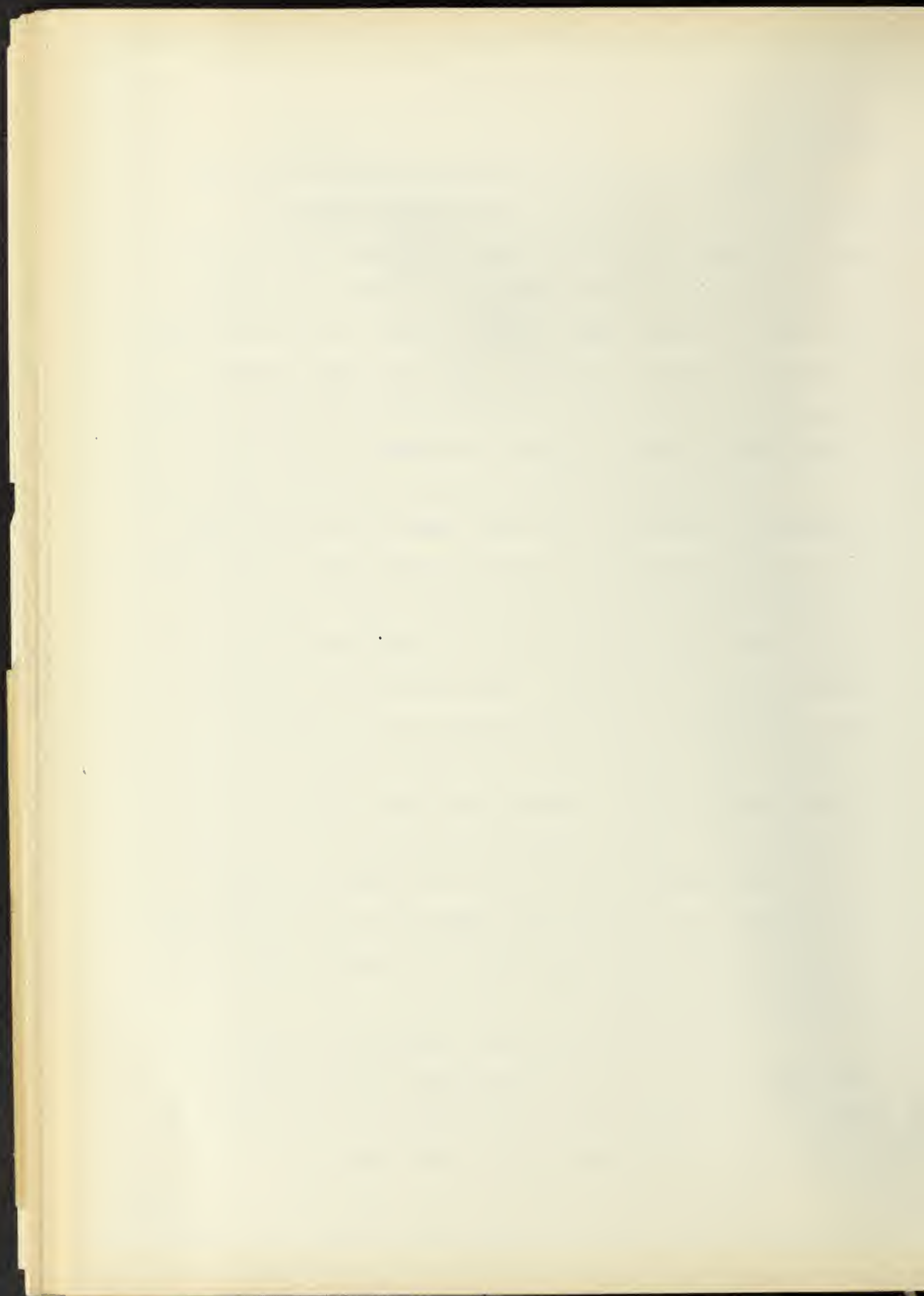
Beach St.

x-
bites
5-
6. Exhibits 25 26 show standard profiles of the alignment of the Pere Marquette and Grand Trunk respectively under this plan, using two methods, (a) ground location, and (b) elevation, for the Union Station. In both, the station yards would be located upon a slight slope, but not sufficient to interfere with the operation. With an elevated station, an approach crossing, with deck level approximately 40 ft. above the mean water, would be required, as shown in Exhibit 26.

This profile indicates how the natural advantages of the highland traversed by the Grand Trunk and Richfield road may be taken advantage of to secure an easy grade for the station elevation in this plan. The station might be built on ground level, temporarily, and later elevated when deemed necessary by the authorities. This plan would of course require considerable street modification and the widening of St. John St. for providing the necessary service streets to and through the station. However, the land required for the station yard and street changes would probably be less expensive in this territory than in any of the others proposed. Incidentally, the existing Grand Trunk main line into the heart of the city would be relieved of all but strictly local tracks, as indicated on the plan.

x-
hibit
27 City freight development obtainable in case of the Grand Trunk elevation of its present main line is shown in Exhibit 27, indicating capacity for horse and team freight - 51 horse houses, 41 team tracks, total 122 cars.

x-
hibit
28 Exhibit 28 indicates possible Grand Trunk City freight development in the case of the Grand Trunk detour to St. John



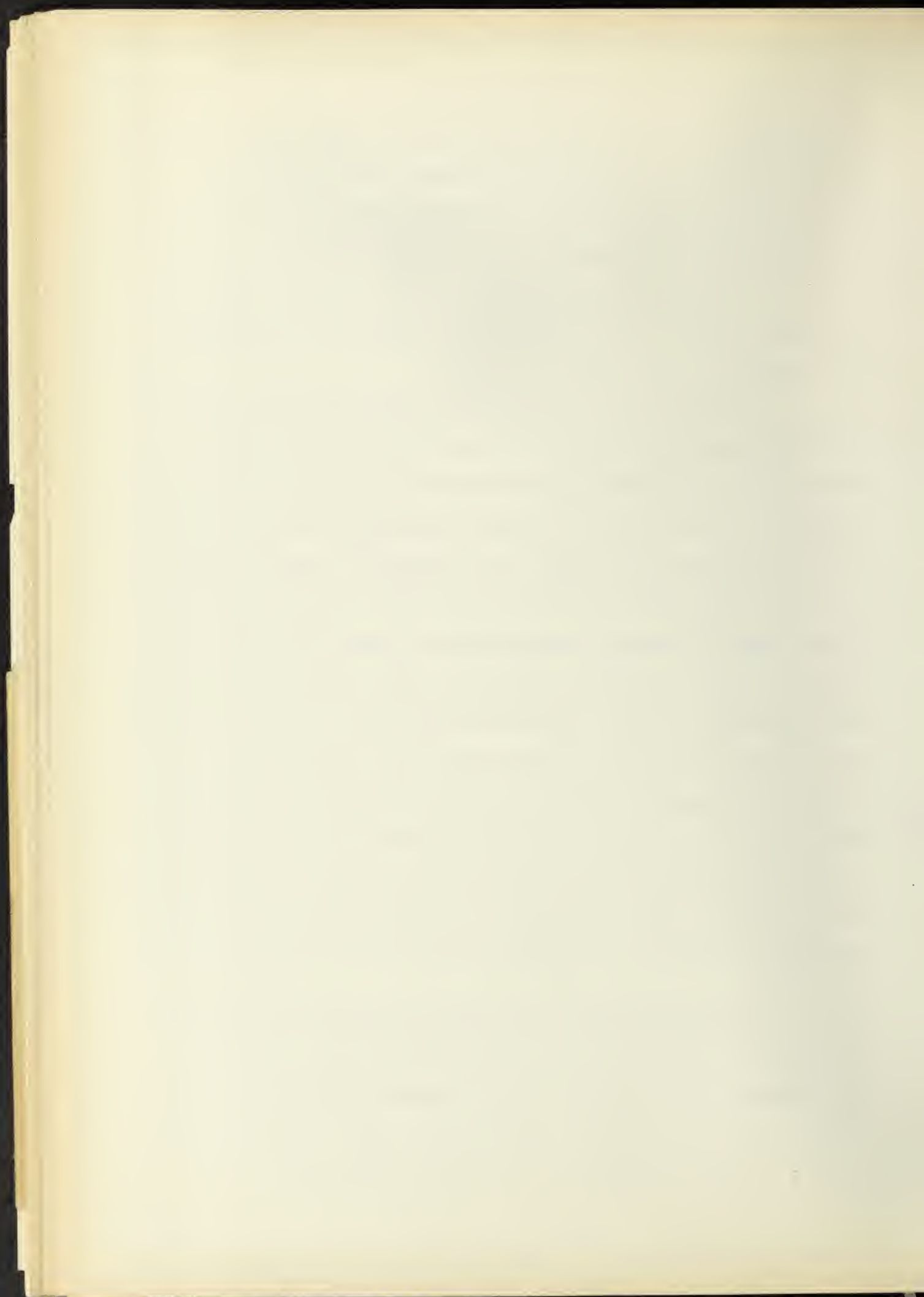
St. station site, 54 cars house and 130 cars team tracks, total 184 cars. But it is questionable whether the valuable and slightly river frontage should be used for such purposes or at least receding to Clifford St. all freight development.

In these various plans, the interference with existing street grades is not material, the raising or lowering being confined to a few feet in any case.

River control through this district during flood stages has taken the form of vertical concrete revetements at various points, thus confining the channel to practically low water width. An inspection of what has been done in this way and the distance between abutments at various old bridges, would indicate that from 125 to 130 ft. between walls would be about the correct width of channel above Saginaw St., and 145 to 150 at Stevenson St. and below. The situation would be improved by further impounding of flood waters above the city. In the various Union Station plans it is assumed that the river channel could

Ex. be narrowed somewhat by thus improving the banks, as indicated in
ibid. Exhibits (C) and (D), where the Pere Marquette and Grand Trunk
218. respectively cross the Flint River below and above Grand Island.
24. Here the channel was assumed to be 200 ft. because of the obstructions offered by the island, a factor which cannot be neglected.

Recommended Site: With this contemplated improvement of the river frontage and considering comparative merits of these several plans, it is believed that the proposed Harrison St. site with elevation over the present Grand Trunk right-of-way is the most favorable one for future development. It is obvious that a railroad "gateway" into Flint can be developed at this point which will be exceedingly convenient and efficient.



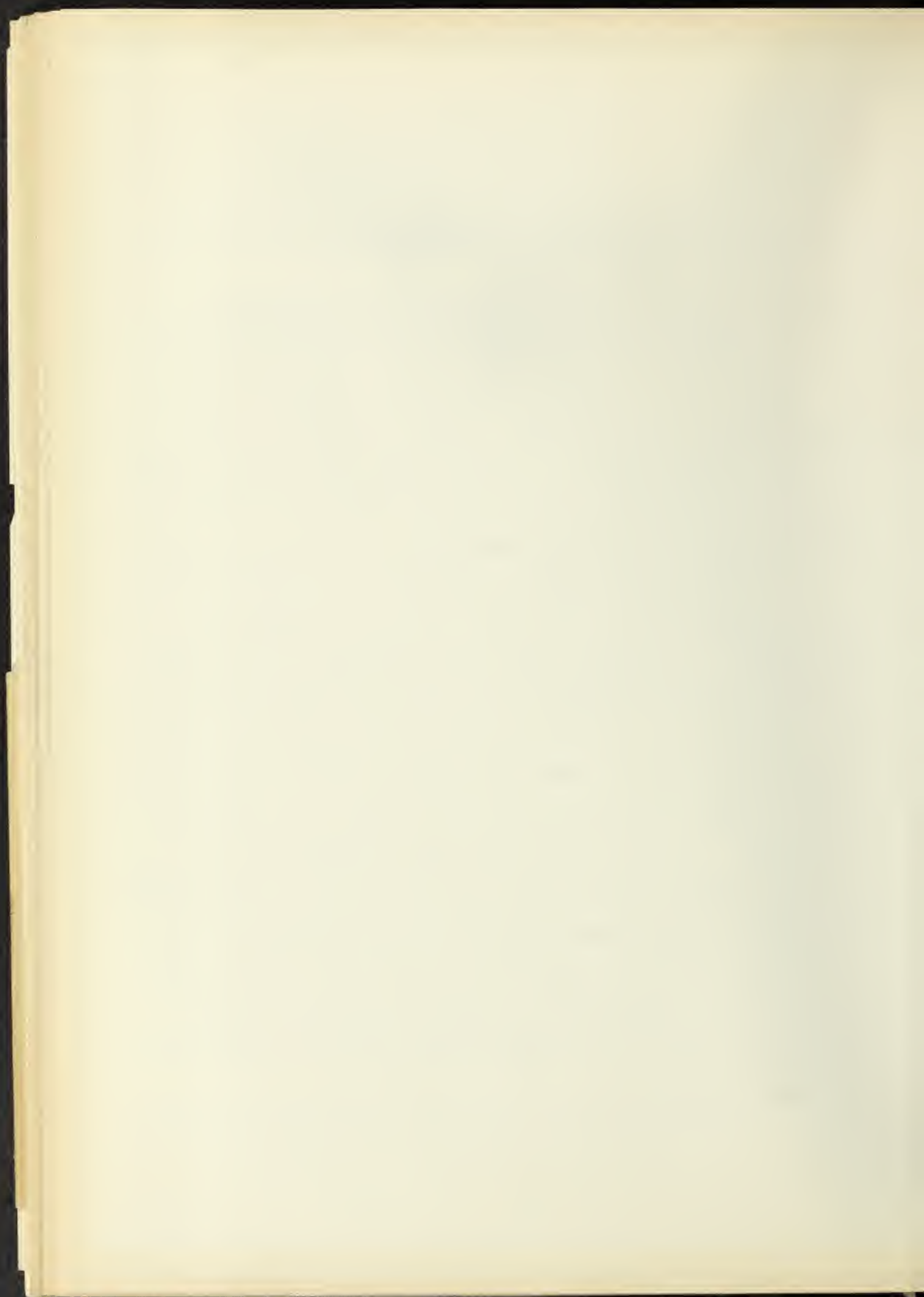
and yet need not be unnecessarily complicated. While there have been suggestions for a Union Station abutting upon Saginaw St., it is believed that the function of this street as the principal business thoroughfare makes it undesirable to locate a station here for traffic reasons.

Section 9 - Interurban Railway Facilities and Development.

Reference has been made to the proposed entrance of the Michigan Electric Railway (formerly the Michigan United Railways Company) from the west. A study of Exhibit 1 shows the City of Flint located on a through high speed electric line from Detroit to Bay City, which would establish interurban service through the districts traversed.

On the west, however, there is no interurban connection to Lansing, Jackson, Ann Arbor, Owosso, Kalamazoo and Grand Rapids. A connection with Owosso and thence with Lansing and Jackson seems particularly desirable as the greater portion of this route is already constructed and operated by the Michigan Electric Co. (which also operates north of Flint to Saginaw and Bay City jointly with the Detroit United Railway interurbans). If such a connection were contemplated, the principal mid-state cities would thus be connected through Flint with the Bay Cities. There should also be an opportunity for a cross state electric service to Lake Michigan via the Michigan Electric lines, thus securing to Flint an additional outlet for electric passenger and fast freight service as earlier contemplated in this report.

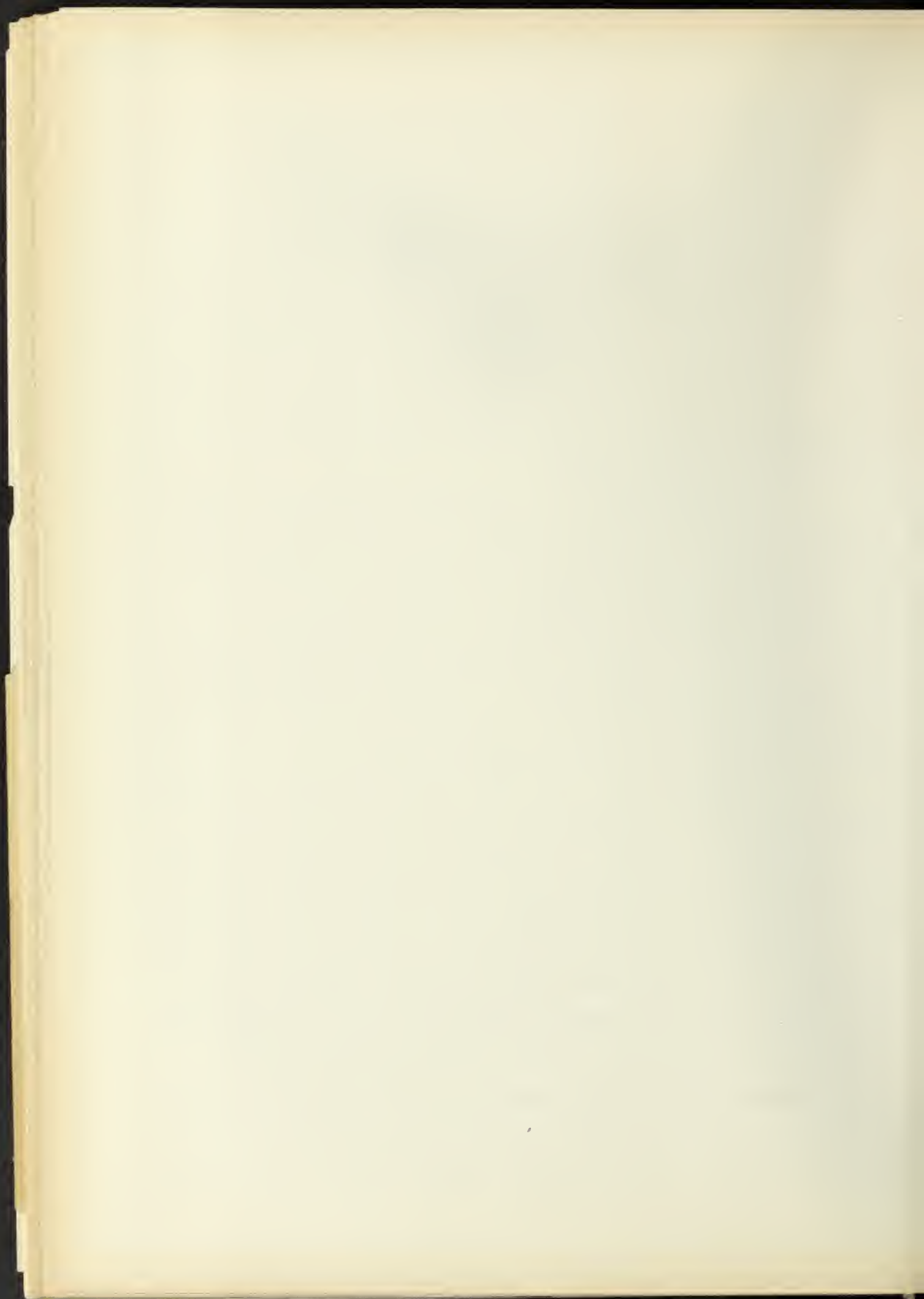
The electric line from Owosso is already constructed as far east as Getzville and the line could be projected substantially due west to the edge of the plateau on the west side of the city in the vicinity of West Court St. and Corcoran Road.

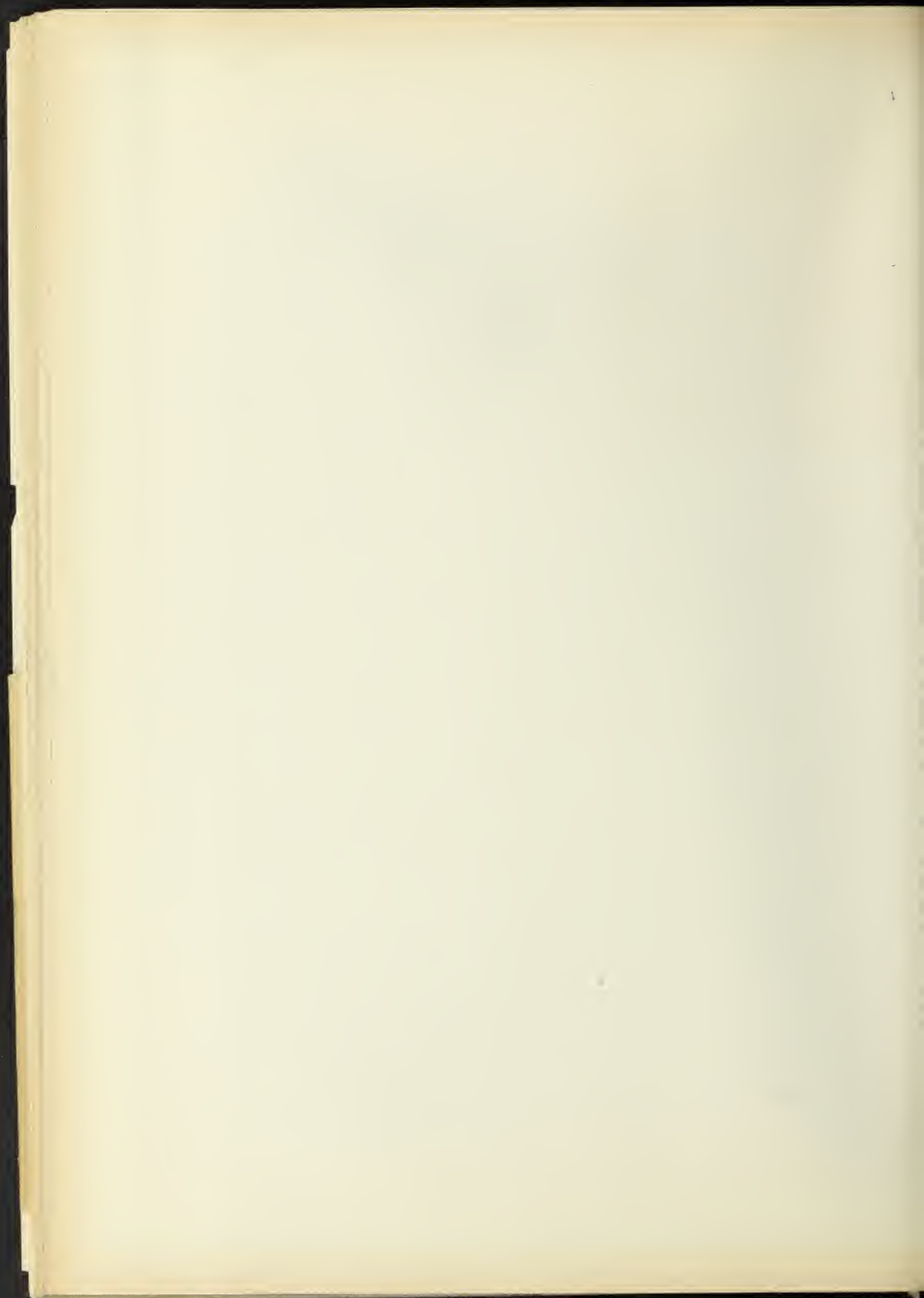


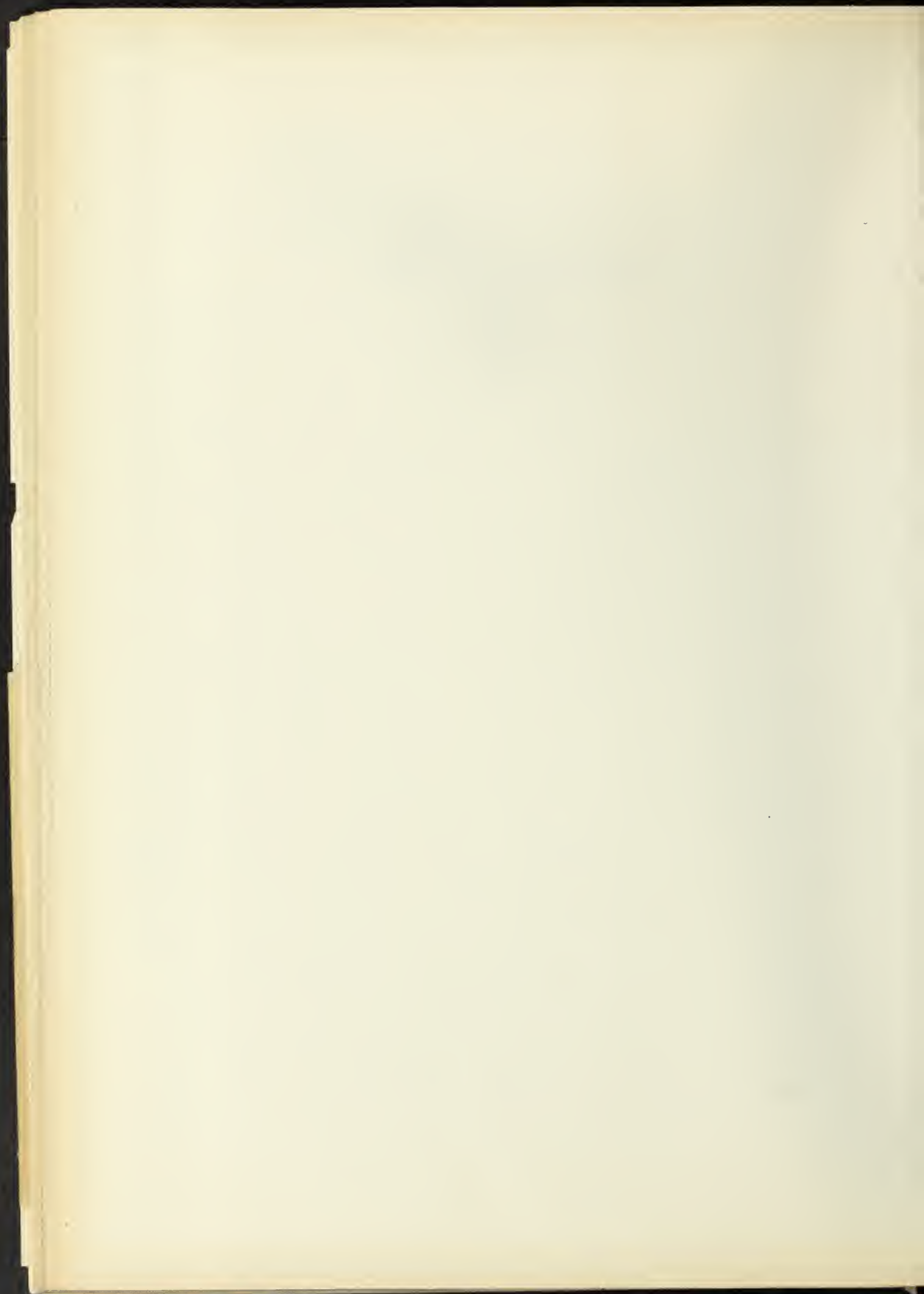
Along the edge of the river is the site of the Detroit River, running into the Detroit River, and connecting the Detroit River with the sea. This existing road appears to be the only feasible highway outlet from the automobile traffic in which the Chevrolet Corporation has been developing. But in the Detroit River, considerable widening would probably be necessary to handle a heavy traffic. At the same time, the street (now only 40 feet wide) would be widened to the same width as the river.

An alternative, and relatively expensive, long-term solution could be developed, namely, on private right-of-way, by a line skirting the north bank of the River at St. Clair. This, it seems, would be the most feasible in the highway of Detroit. It would be in line with the highway of Detroit, practically in line with the highway of Detroit, and skirting the river.

Proposals have been made for a passenger and freight terminal for the Detroit Electric Road at Detroit St., and necessarily utilizing a considerable area on the west side of the street for terminal tracks and buildings. This plan, however, meets with opposition on the score of proper city planning. It is significant that the close relations between the Detroit United and Michigan Electric roads have already resulted in joint passenger service. There should also bear further fruit in the establishment of joint freight and passenger terminals and for this purpose the location of a joint terminal for the Detroit Electric Road on Detroit St.



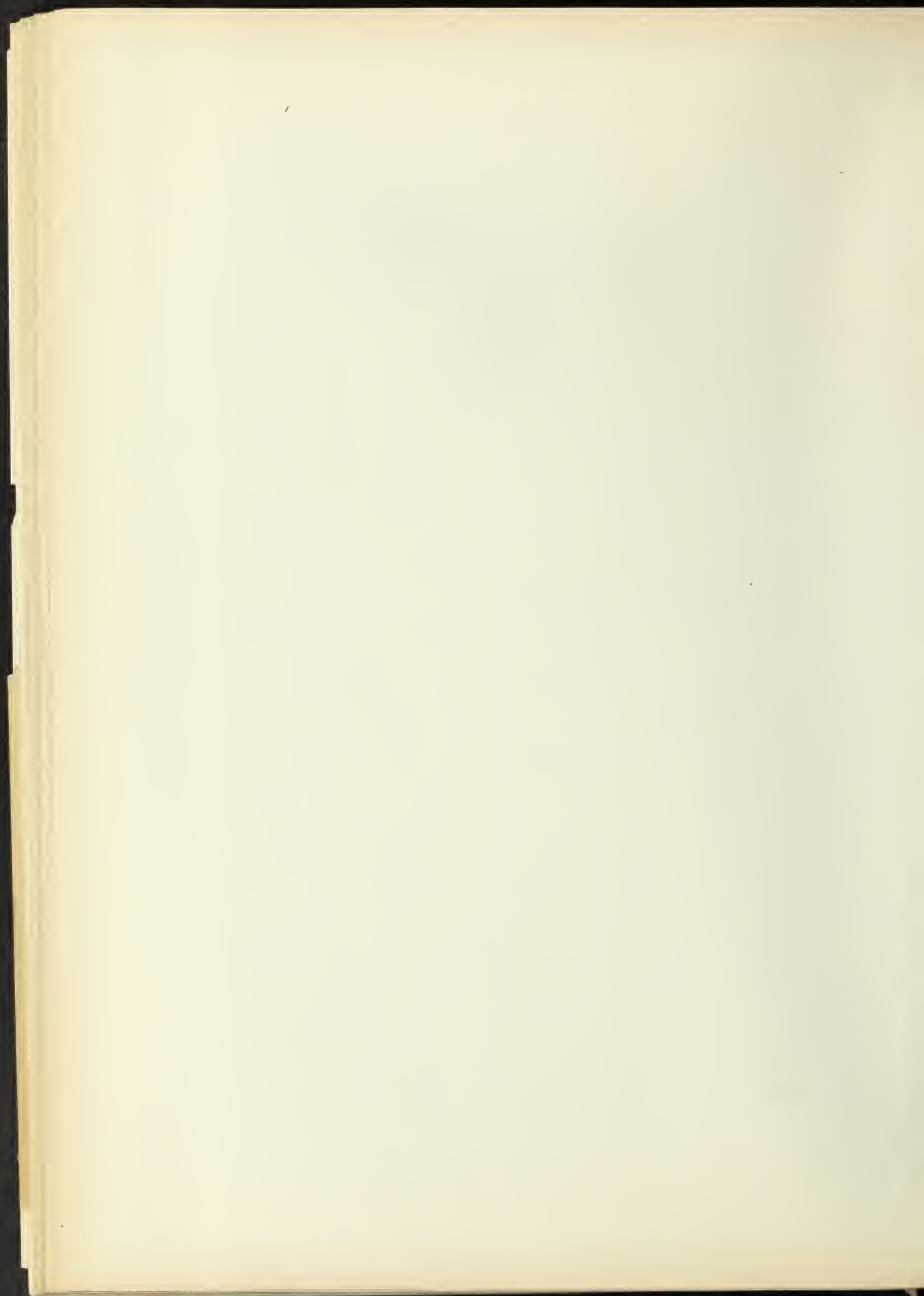


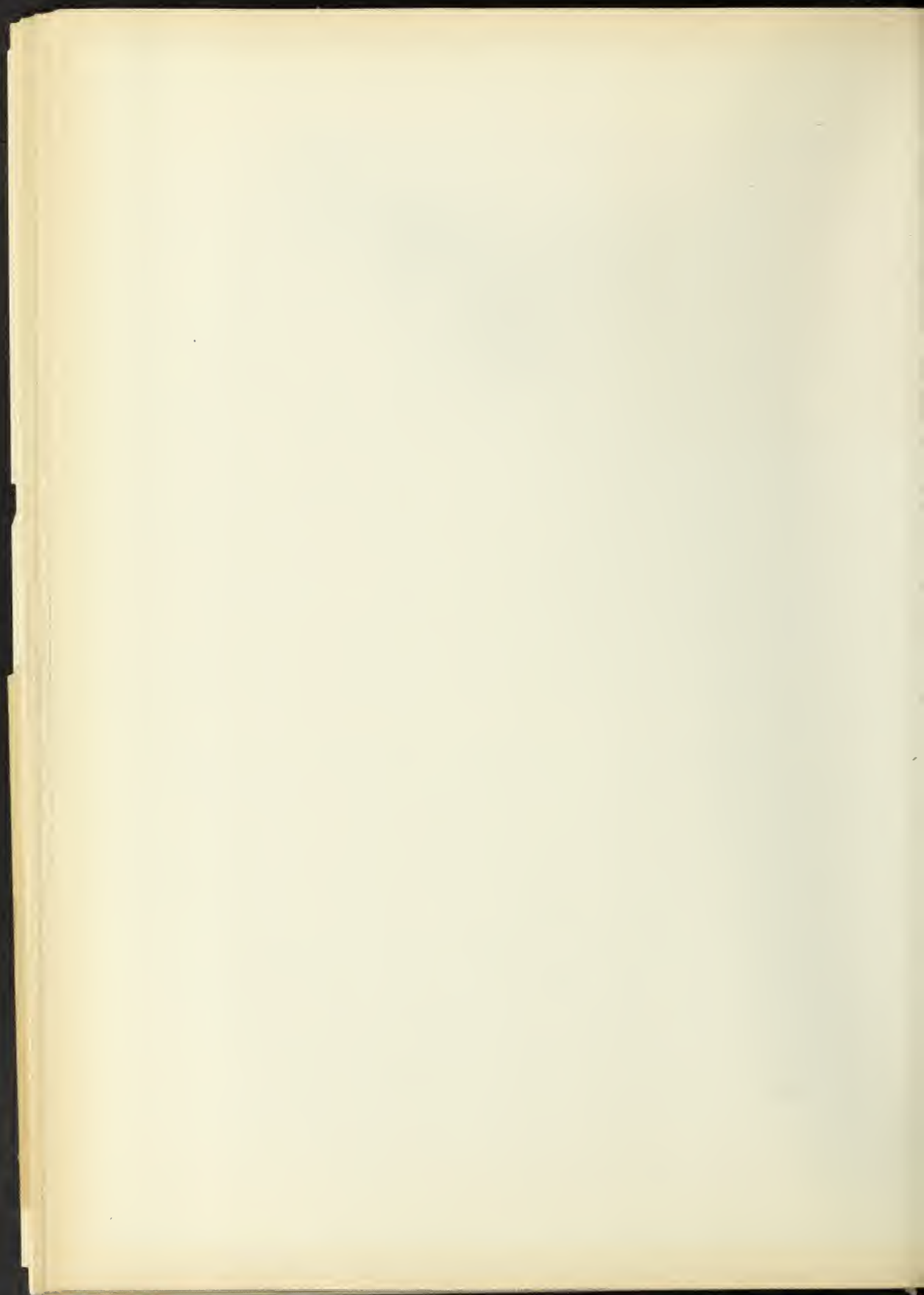


concerned with the (1) the purchase of private right-of-way in the center of the city, which even now is practically out of the question, and secondly, (2) the use of a belt line of which the Great Lakes railroad forms a part.

It is possible at considerable expense for an electric connection to be worked out between the D.U.R. line in Hippin-
cott Boul. through the Thread Creek valley and the so-called Thread Creek bottoms, and thence across the Flint River to connect with the proposed entrance of the Michigan Electric shown in the illustrations. In other words, following generally the Cleveland cut-off freight line previously described, and it would hardly be possible to avoid grade crossings at Kearsley St., and the Grand Trunk main line, but as previously pointed out, this would not be serious except from a street railroad viewpoint. Such a connection would permit of complete inter-urban through and local service from all directions with city stations located at (1) South Saginaw St. and Thread Creek, and (2) North Saginaw St. at the intersection with the Great Lakes line. This plan, however, seems so much in the future and so inferior to the steam-electric Union Station idea described above, that it hardly need be discussed further.

The general impression gained from a study of the entire situation seems to be that the Michigan Electric Railway should be allowed to enter West Flint and connect with the D.U.R. in Saginaw St. with a more or less temporary union electric station developed in the vicinity of Third Ave. and Athletic Park. As discussed, regarding for the future the use of the proposed new elevated Union Station at Harrison street, for accommodating, eventually all transportation, street, steam and electric.

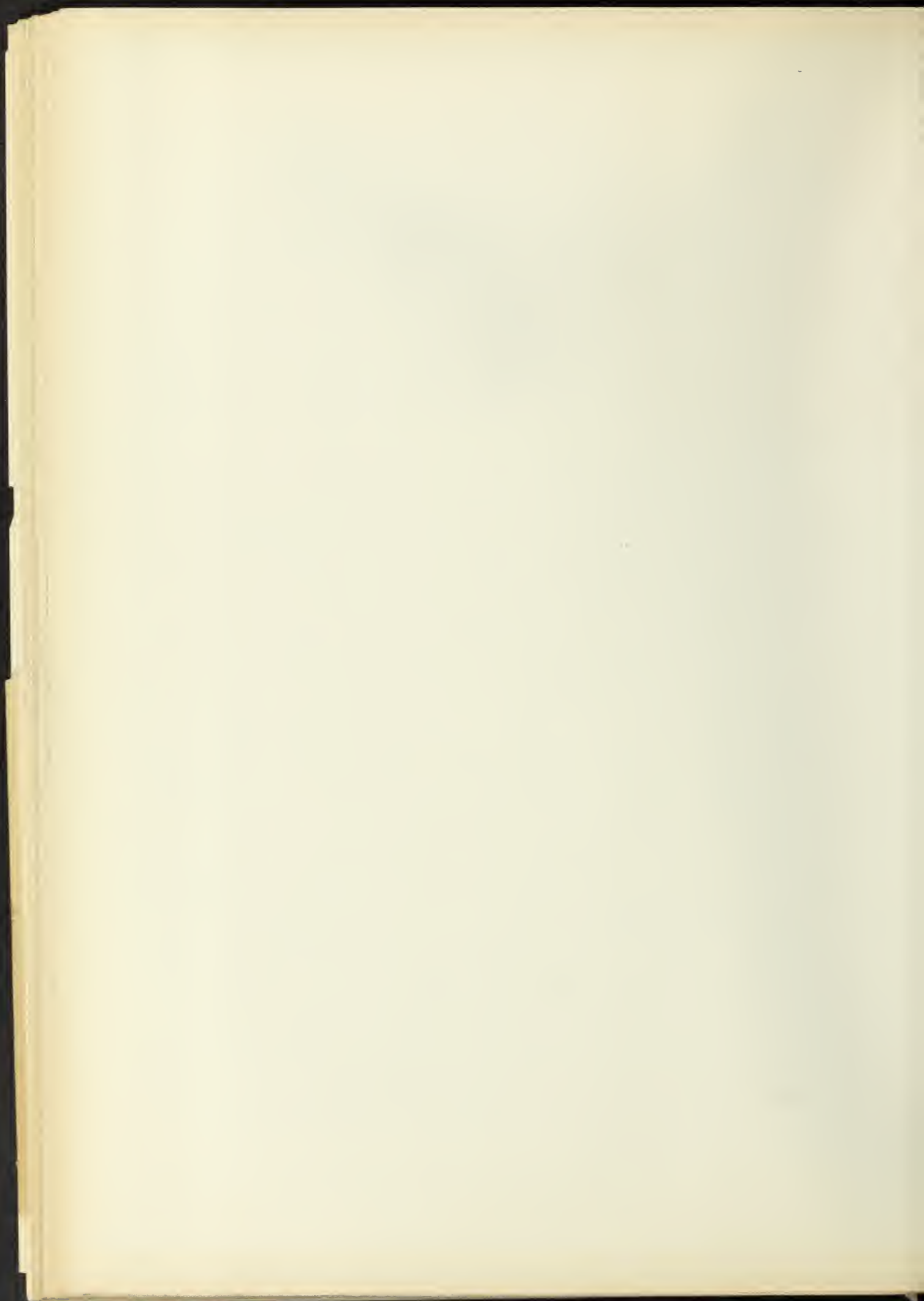


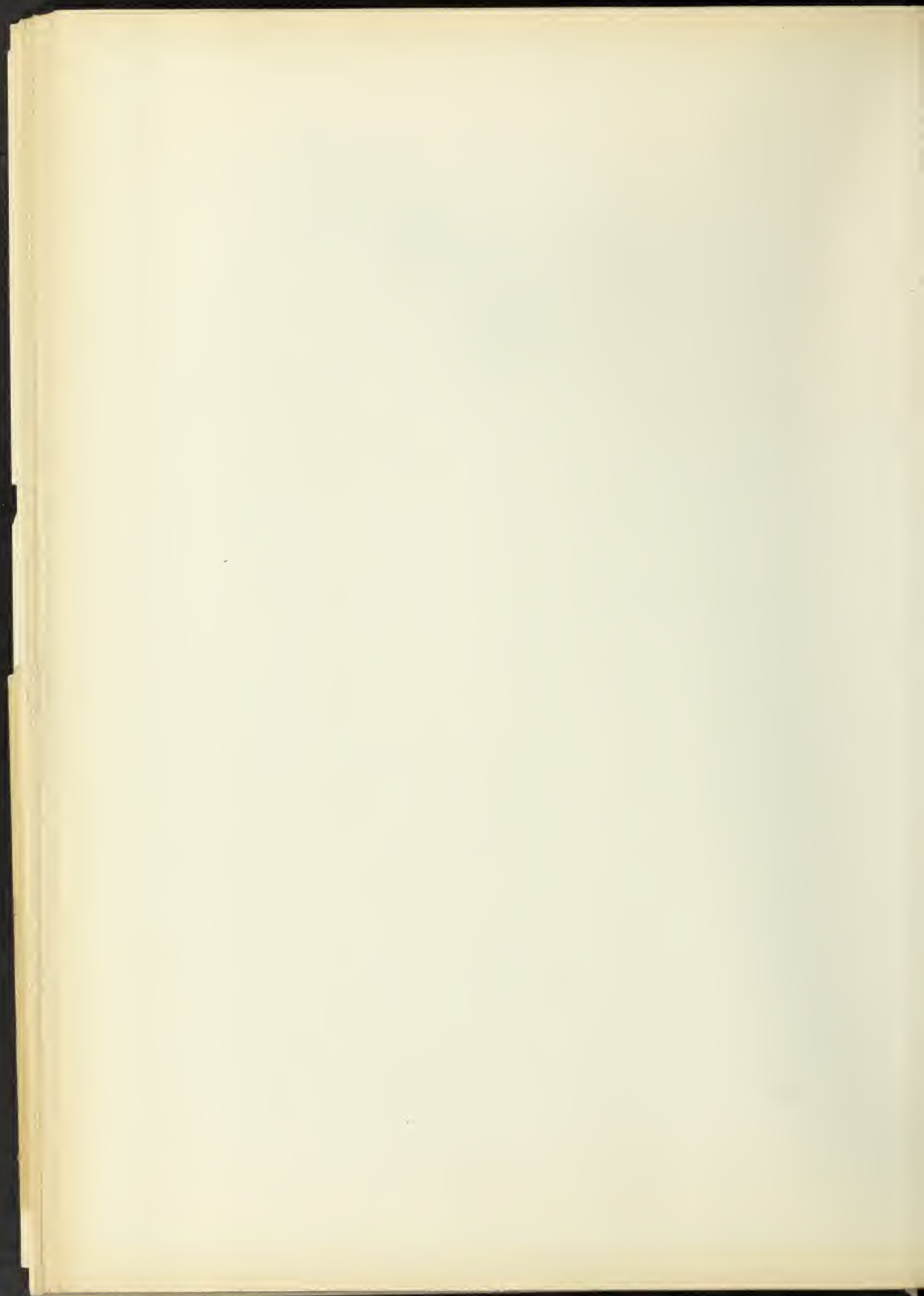


The extensive development of the automobile industry in
of which naturally resulted in and continued after the war
visions and it is quite evident from observation of the traffic
chocks on Saginaw St. that this new and irresponsible form of
transportation has in fact, substituted largely for the possibi-
lities of street railway transportation is blight by the free use of
the public streets and the capture of the passing portion of the
traffic business - namely, the short haul business between the
most important centers.

Where a limited fare exists, it is imperative for
successful operation of the entire system, that short haul
business should make up for the lower fares on possible loss
on long haul business or for outlying non-paying passengers.
It has been the rule in all cities that jitneys make only short
haul business and operate only during the racing periods. If
this automobile service were fully responsible, operating on
given routes, on a given schedule night and day and through the
range of inclement weather as well as good weather, the complete
elimination and safeguarding of the automobile, the new form of
transportation should be adopted at its full value as an essential
rather than a supplement to street railway services. But
this is exactly the reverse. It is therefore imperative to lay down
a definite program of extension in plan and in nature of
the automobile competition is known, and the best that can be
done is to devise a general plan based largely upon the City Plan
1916, and offering a basis of future development in that the
the same can be profitable.

It has been the policy of the city of Detroit to
the same as the City Plan 1916.





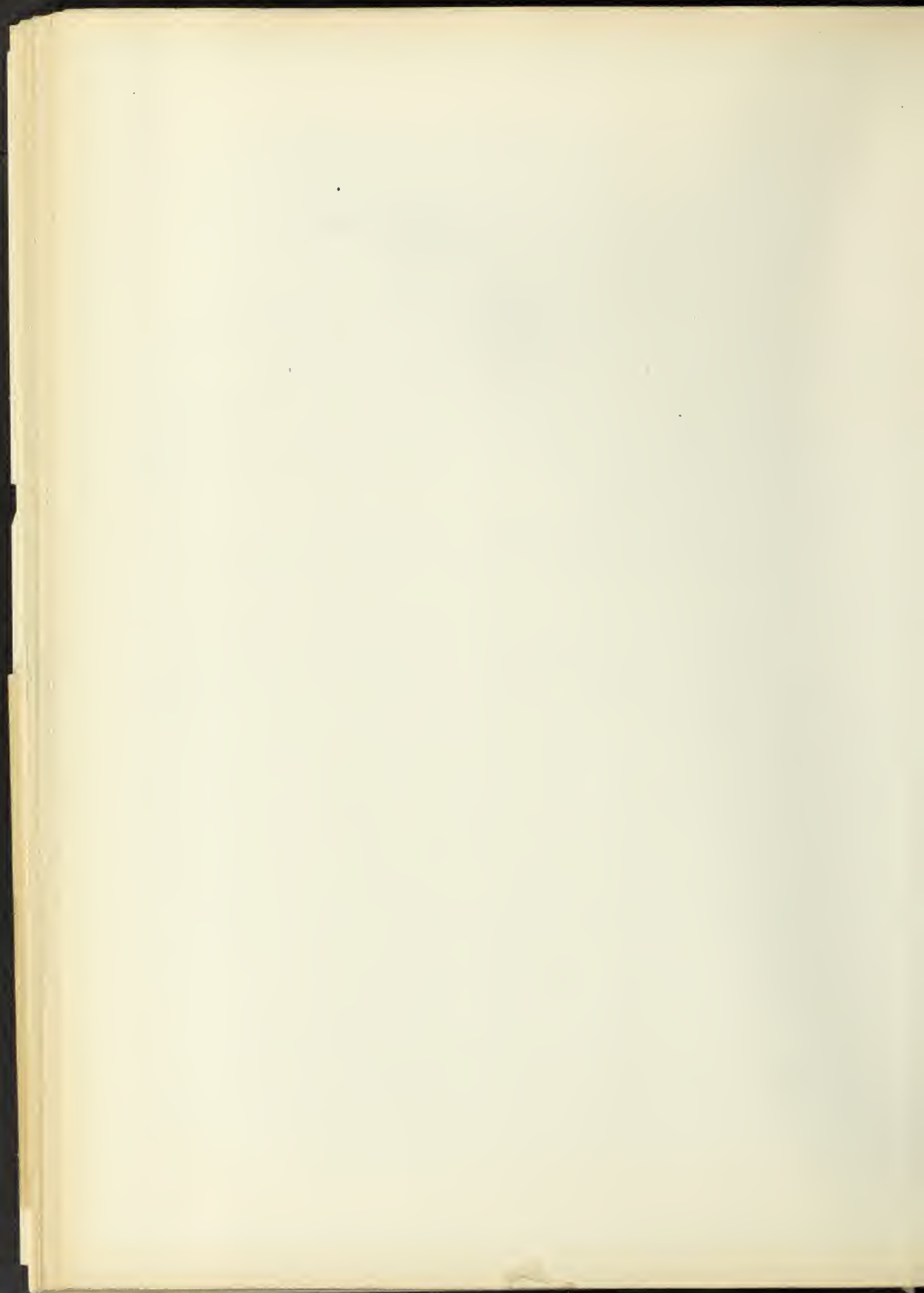
Industrial service properly requires the provision of an unusual investment in such as equipment, car houses and power system, which equipment remains idle during perhaps 20 hours of the day.

Fortunately the favorable topography of the Flint district leaves a practically unrestricted field for electric railway operations so that the principal factors are:

1. The location of population and resulting communities of interest between them, principally the direct lines of travel between home and workshop.
2. The existing and proposed street plan.
3. Obstructions such as railroad grade crossings and yards.

A study of the population distribution with respect to the work shops indicates a heavy settlement in the neighborhood of the principal factory districts of the General Motors and Chevrolet. This of course results largely in walking to work, which is fortunate in one respect. However, considerable crosstown travel necessarily results, and with the rapid expansion to the north and northwest, the local transportation lines will become more and more essential in the development of the city and it is to this future service that the development plan discussed below is largely directed.

In any such proposed plan it will undoubtedly be desirable to adjust to future changes in population distribution which cannot be anticipated now. It is important, however, to keep in mind definitely these two essentials.



1. The Commission on the Status of Women, 1946

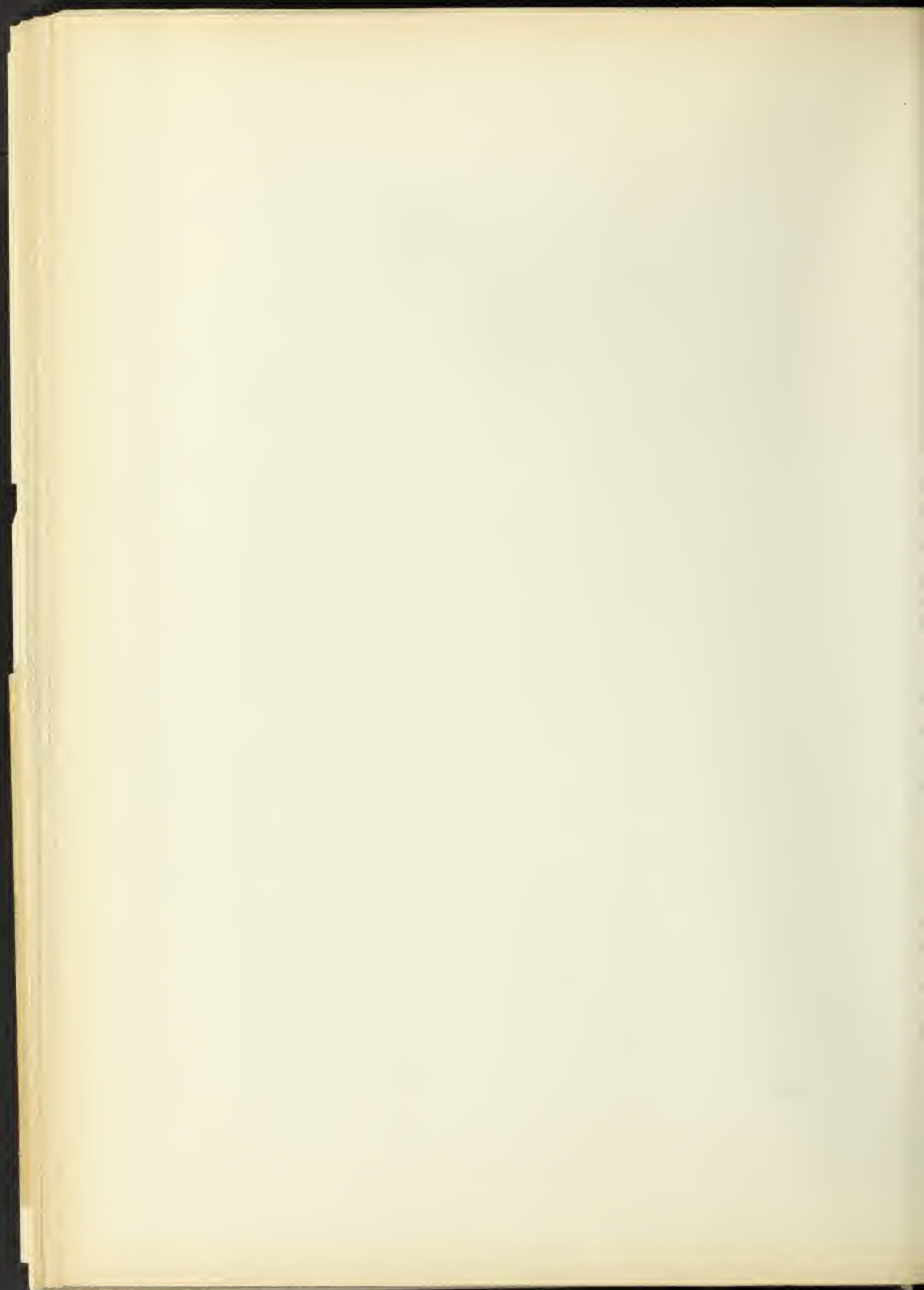
2. The Commission on the Status of Women, 1946

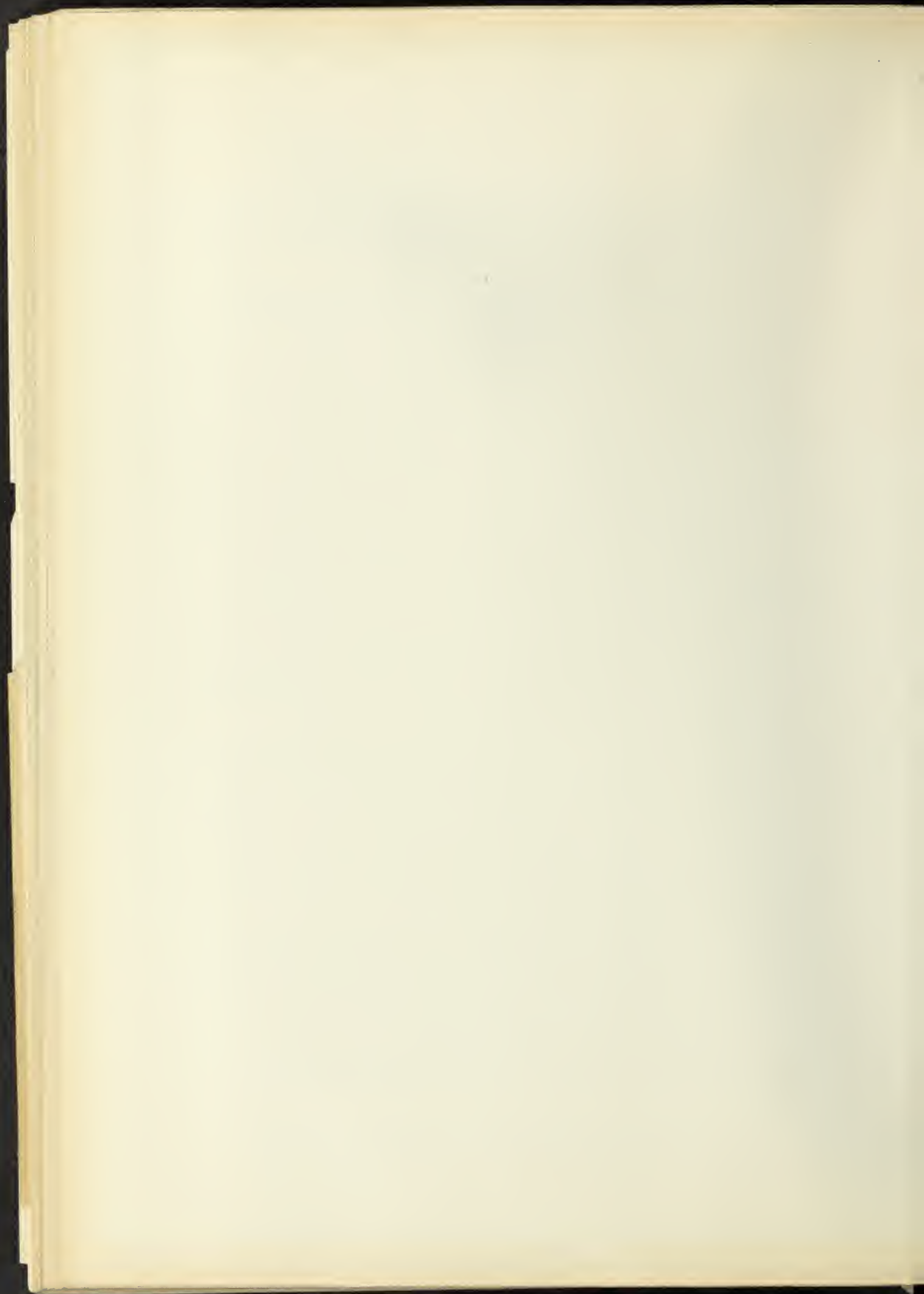
3. The Commission on the Status of Women, 1946

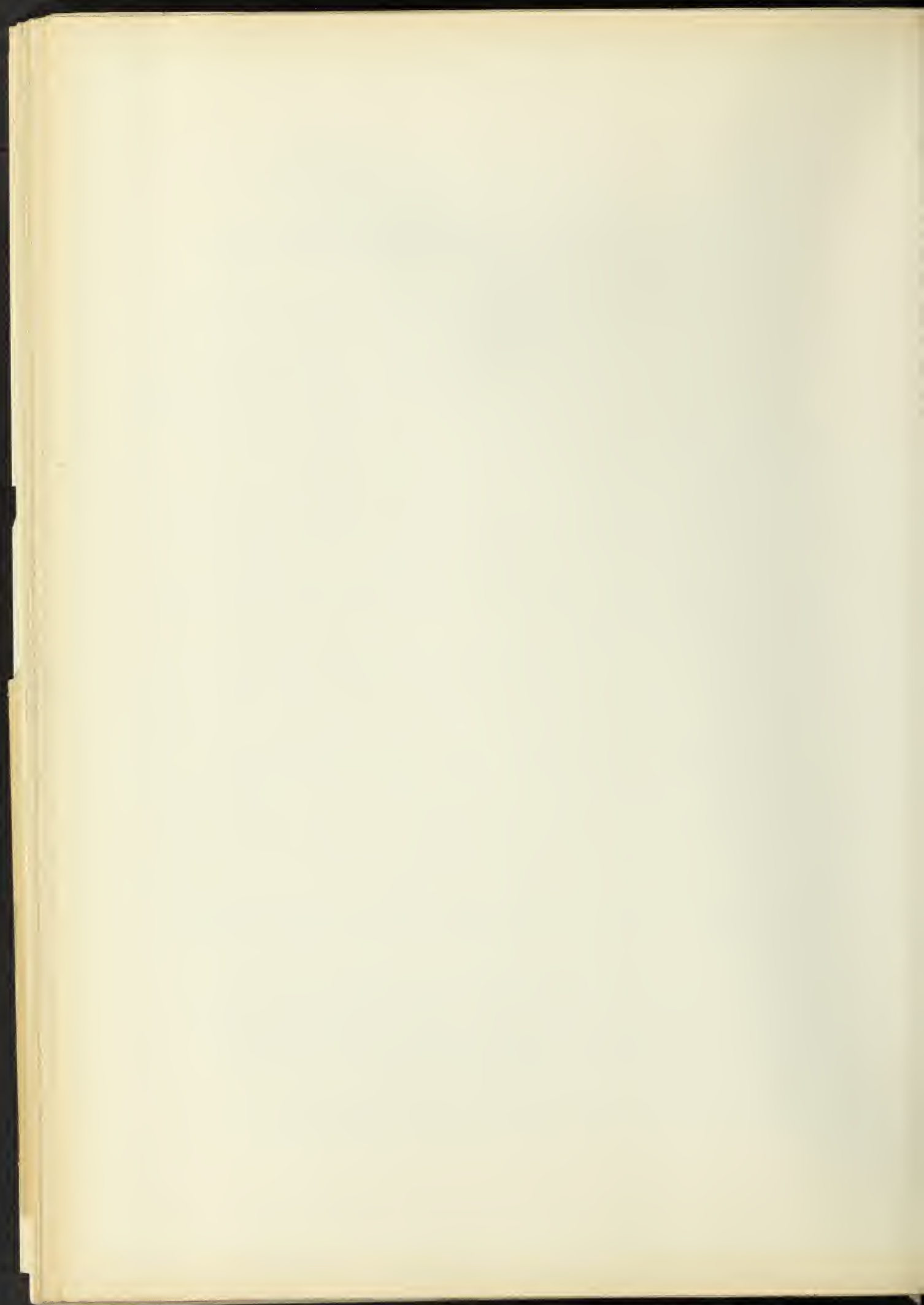
The Commission on the Status of Women, 1946, was the first of a series of commissions established by the United Nations to study and report on the status of women in various parts of the world. The Commission was established in 1946, and its first report was published in 1947. The Commission's mandate was to study the status of women in all countries, and to report on its findings to the United Nations. The Commission's first report, "The Status of Women in 1946", was a landmark document that provided a comprehensive overview of the status of women in various parts of the world. The report identified the major problems facing women, such as discrimination, inequality, and lack of access to education and employment. It also provided recommendations for improving the status of women, such as increasing access to education and employment, and promoting equality between men and women. The Commission's first report was a landmark document that provided a comprehensive overview of the status of women in various parts of the world. The report identified the major problems facing women, such as discrimination, inequality, and lack of access to education and employment. It also provided recommendations for improving the status of women, such as increasing access to education and employment, and promoting equality between men and women.

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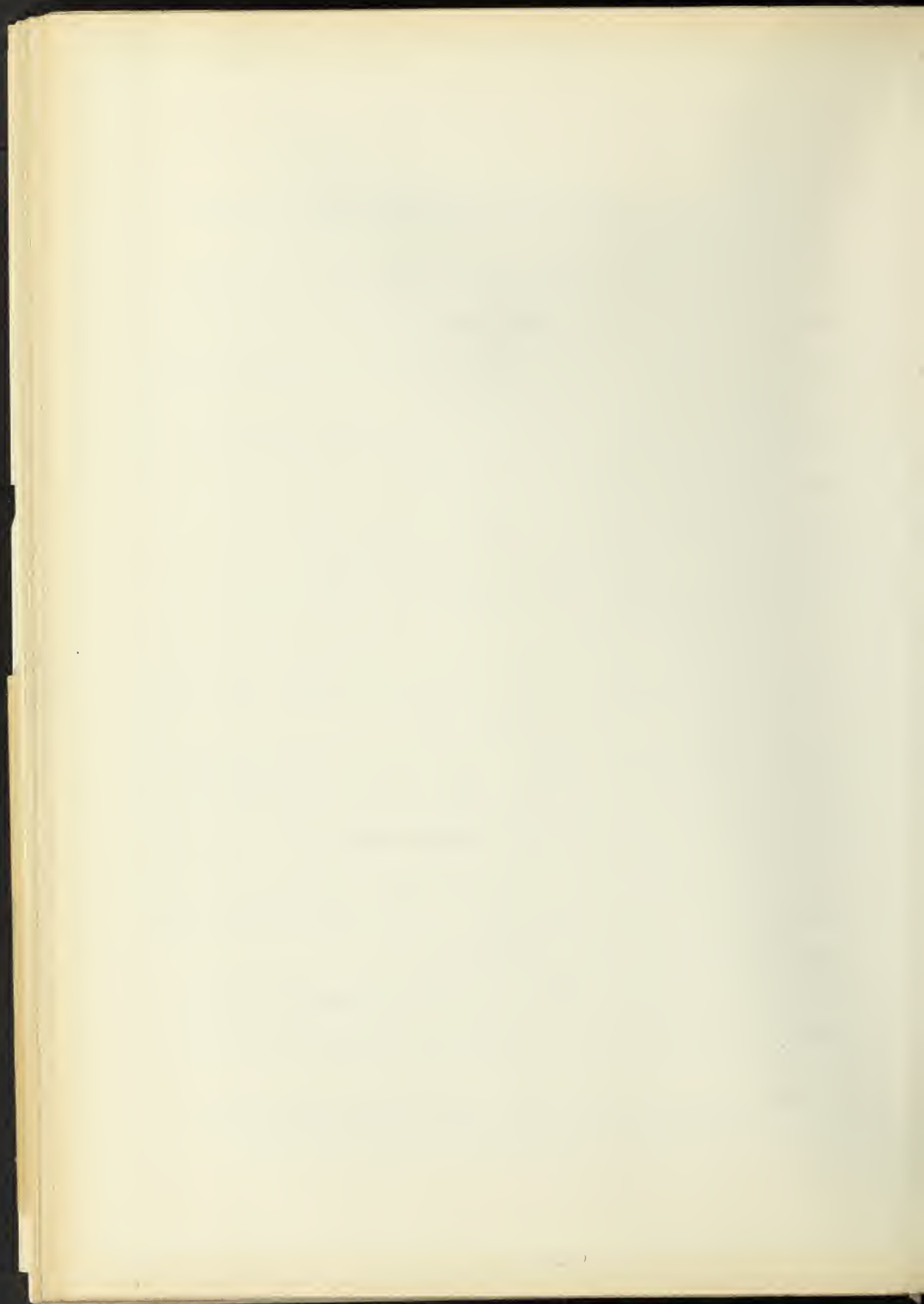
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4. Canton St. extended across the River to connect with Town Ave. (a)
5. West Third Ave. extended west across the River to connect with Beecher Road. (a)
6. Benton Road extended north by new contour street to intersection of West Court St. and Asylum St. (a)
7. Eighth St. extended west of Grand Traverse to connect with Benton Road, also East of Avon St. (a)
8. Stewart Ave. extended southeast across the River to the right angle turn in Richfield Road. (a)
9. Dayton St. and Avenue "A" - offset removed. (a)
10. Hamilton Ave. - new bridge and straightening. (a)
11. Clifford St. extended across the River to new street (St. John extension). (a)
12. Clifford St. extended through to Lippincott Boul. Cut off jog at 11th St. (a), also Harrison St.
13. Cornelia Road extended east to Court St. for car line and west to its present alignment within the City limits. (a)
14. Torrey Road extended straight, southwesterly. (a)
15. Second St. extended west to Court St. and Wilcox St.
16. Hewitt Ave. connected diagonally (not at right angles), West Massachusetts Ave. and Everett St.
17. New westward radial street to northern boundary line of Smith's Reservation, connecting with Welch Road, and Dayton St.
18. General topographic survey into outer suburban districts, to determine exact possibilities of grades and alignments.



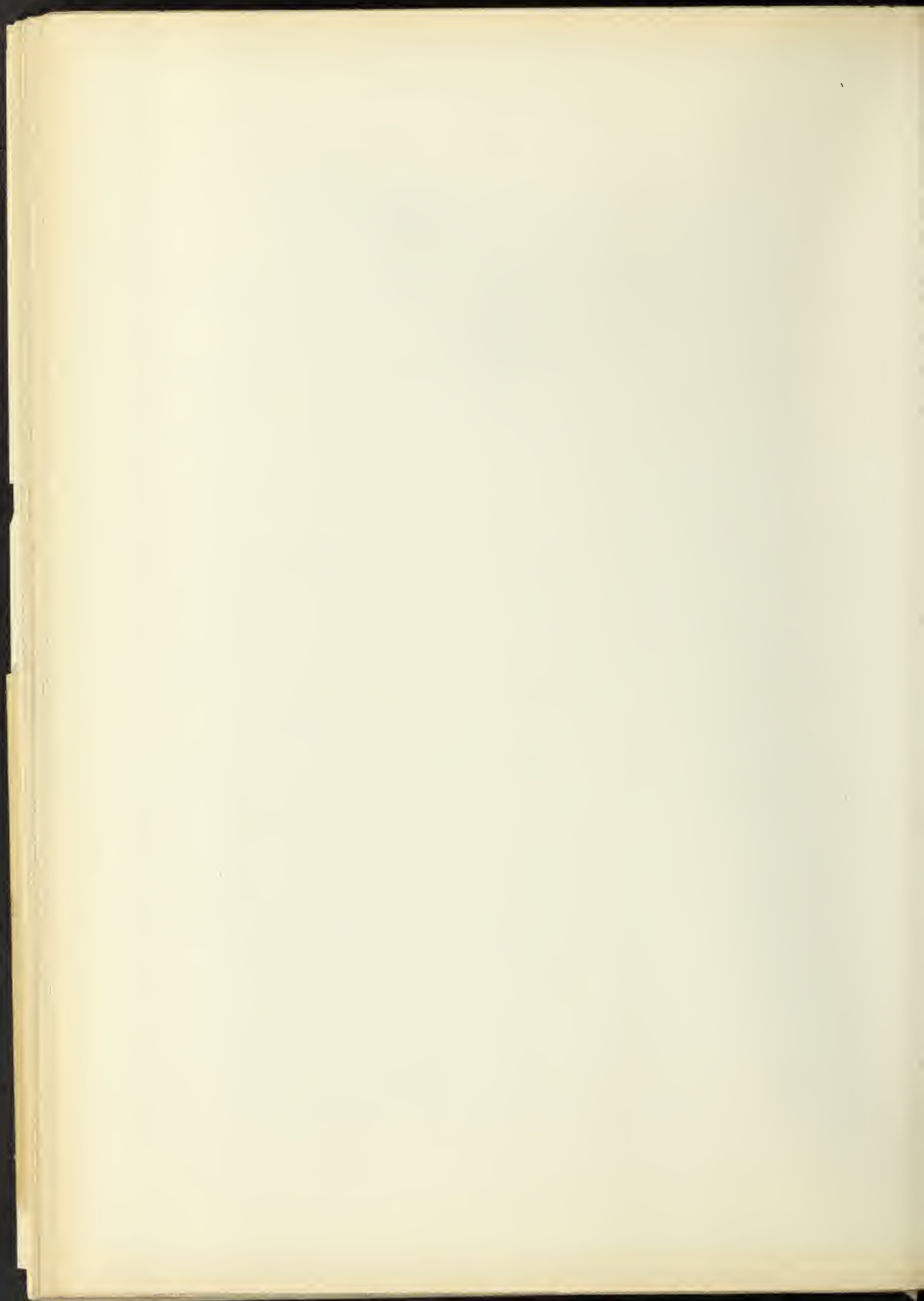
1. Main Highway - between Ave. and 1st St. (from St. to 1st St., Highway, Barton Road and 1st St. (extended)).
2. Grand Trunk - West Coast St., Wilson St., Stevenson St., 1st St., Highland Road, Crane St., East Kalamazoo St., 2nd St., Saginaw St.

3. East Side Industrial District - after topographic survey

The most important development stage upon the ultimate adoption of a street railroad Union Station plan such as Plan "C" suggested herein, enabling the City to secure a new artery, St. John St. (Industrial Ave.), into the business district, diverting the heavy interurban from the present section of Saginaw St., and directing all interurban at a certain point not only for their passengers but also for their fast express business. Both routes would be convenient for the business district and for transferring passengers from the new giving room to expand.

But, most important, the City of Flint has the opportunity of getting away from the undesirable plan of a "one street town". The City of Rochester, New York, and other cities, have long been wrestling with this handicap and it is only with the greatest difficulty and expense that by-pass streets, which are now readily available in Flint, can be developed in Rochester at this time, to secure the results so easily obtainable here.

In northern Flint, there exists an excellent opportunity to provide joint bridge service across the River for street and car traffic at the Stewart Ave. Richmond Road

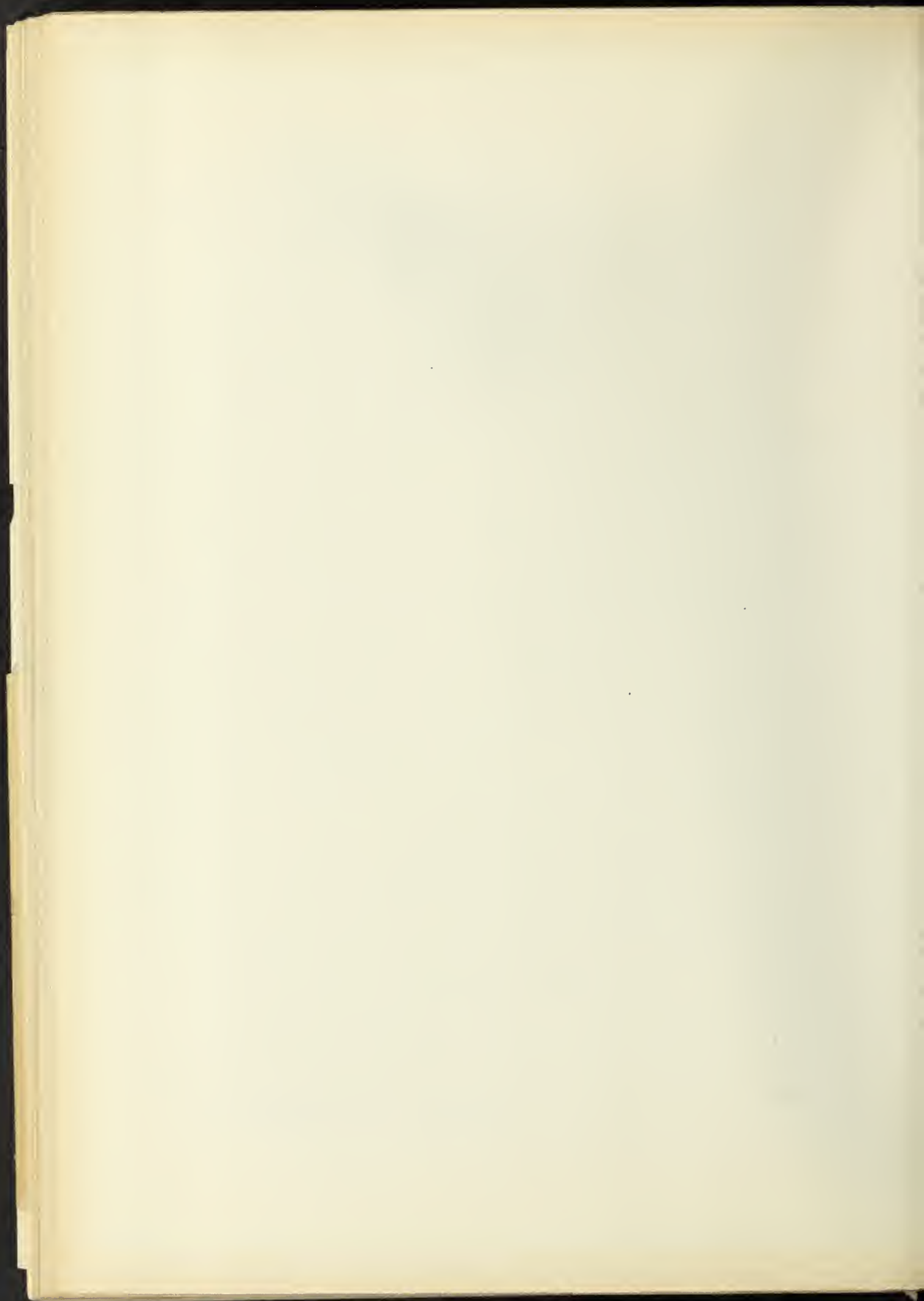


I am writing to you in the hope that you will find it of interest. I have been thinking of you very much lately and wondering how you are getting on. I hope you are well and happy. I have been very busy lately but I have managed to find some time to write to you. I have been thinking of you very much lately and wondering how you are getting on. I hope you are well and happy. I have been very busy lately but I have managed to find some time to write to you.

The weather is very nice here at the moment. I have been out for a walk in the park and I have seen many beautiful flowers. I have also seen many beautiful birds. I have been thinking of you very much lately and wondering how you are getting on. I hope you are well and happy. I have been very busy lately but I have managed to find some time to write to you. I have been thinking of you very much lately and wondering how you are getting on. I hope you are well and happy. I have been very busy lately but I have managed to find some time to write to you.

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The development of Foreman Ave. as the first north-
west highway street is suggested for the present plan, on the
ground that it practically bisects the habitable territory be-
tween Miller Road and West Court St. Later Cummings Ave.
could be used as a branch line.

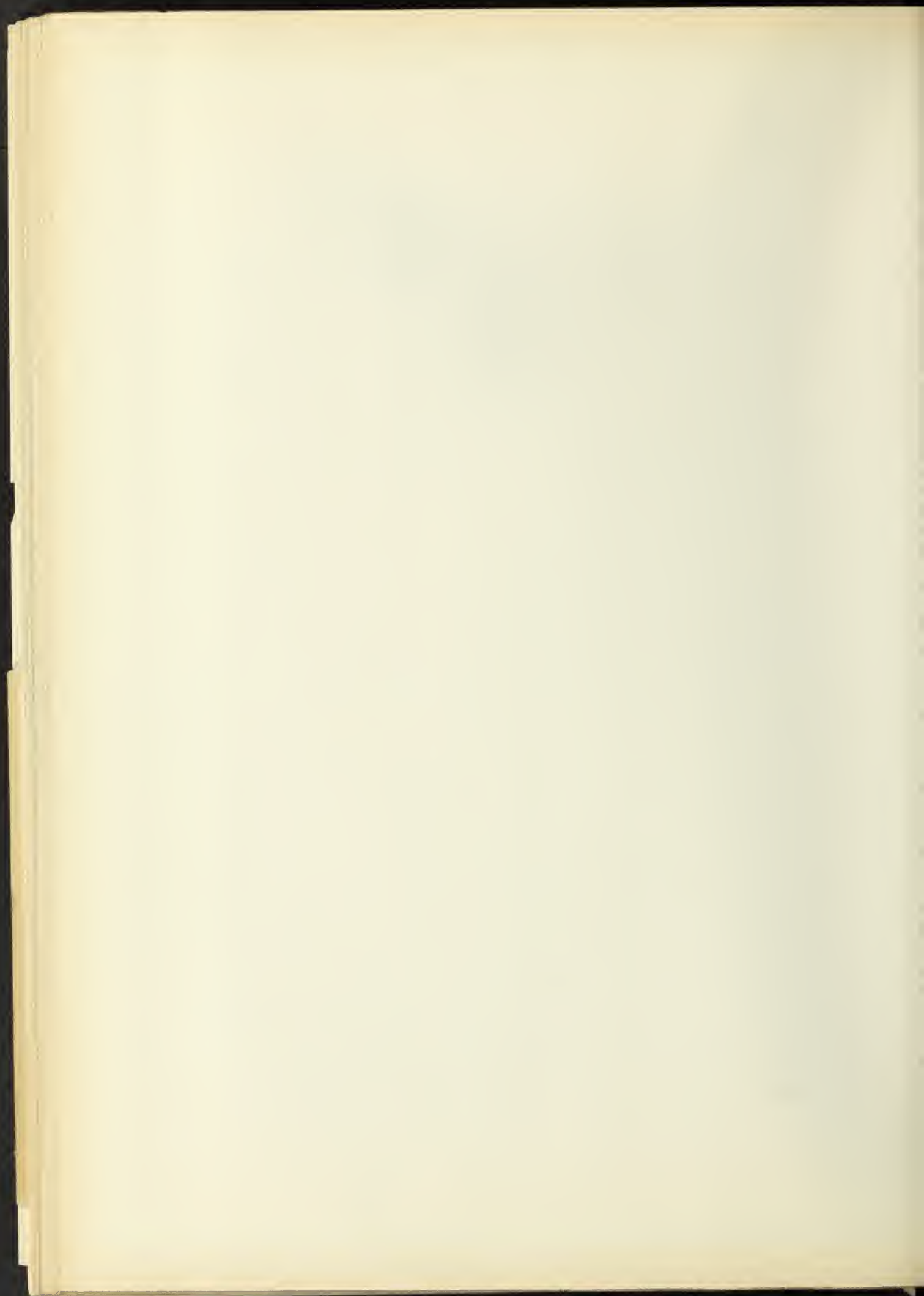
Second St. is regarded as an extremely important
improvement and should run through at the west end to make
a reasonably direct connection with Foreman Ave., also for a
convenient transfer with Court St. and Wilcox St., possibly
with Wilcox St. dependent upon the Grand Trunk and Cleveland
Ave. Second St., if now developed, will relieve West Kear-
ney St. of any necessity for one line, as West Kearney St.
may be reserved for a trucking street serving the Third Ward
development for freight, team business, etc. The ad-
vantage of this will be obvious.

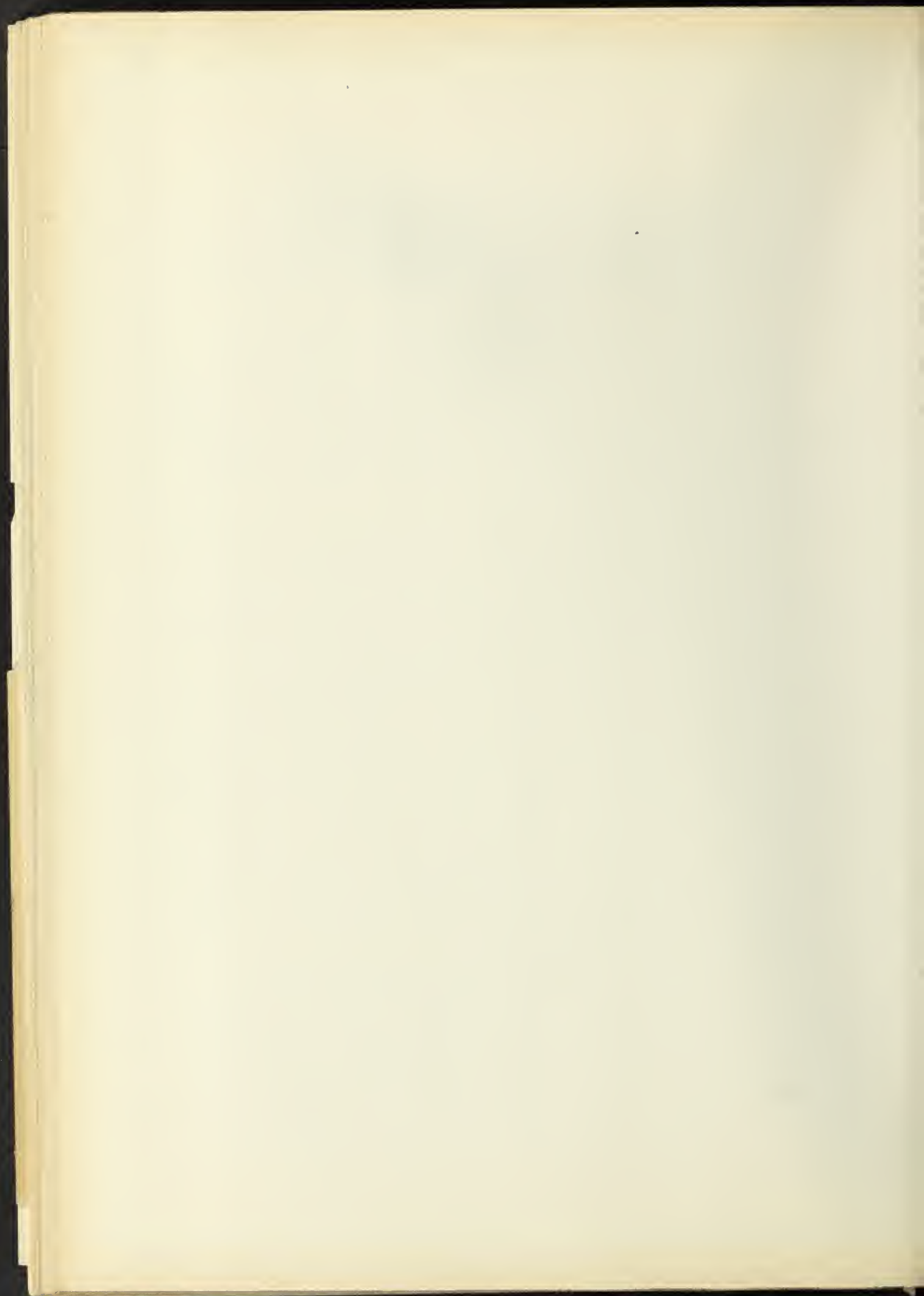
West Kearney St., however, will certainly be required
for car lines at least as far as Richmond Road junction, and
possibly also beyond this point. For the reason that the other
important radial lines are controlled by the city of the
Cleveland Creek Road leads to the city, one mile wide extending
between Court St. and Division Road to the East side Industrial
District, and the Cleveland River Road (and may be extended
to an extension of the Second St. car-line).

The grade separations at Second St., Fenner Road (St.
St.), West Court St. and Stewart Ave. are clearly of importance,
probably in the order named; and, when the Union Station pro-
ject is undertaken, Court St. should be given first considera-
tion. Grade separation with the Grand Trunk at Maple Street
on West St. and West Kearney separated by the West Kearney







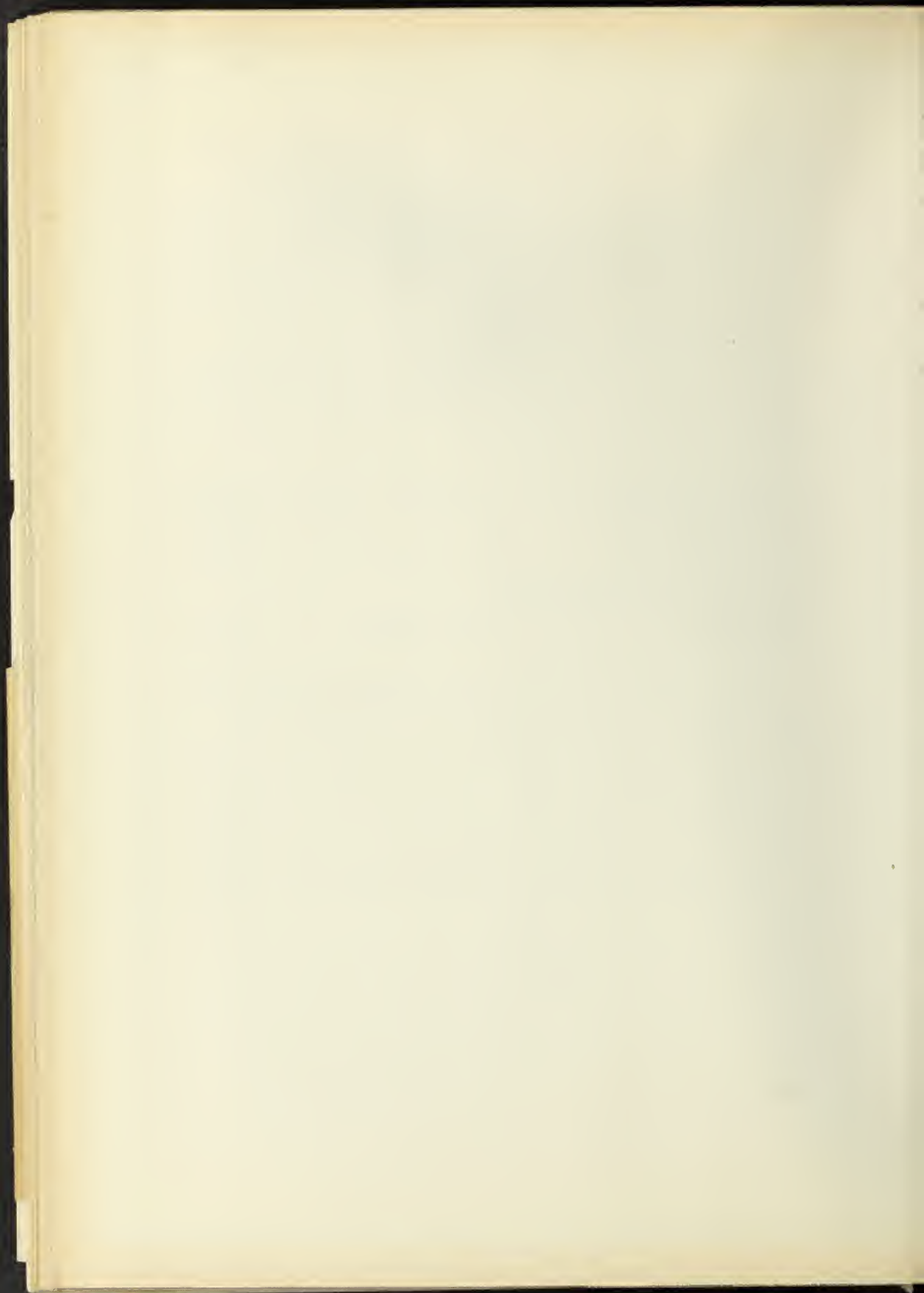


view, but also in relation to the loading space. At what particular points the loading facilities will be required, it is of course impossible to predict, but it may occur that a succession of these loading berths would warrant an inside private transit line for some distance alongside Western Road.

Street Widths: For one-lane operation, it is essential that considerable study should be given to street widths, the following widths of roadway being recommended under various conditions of traffic:

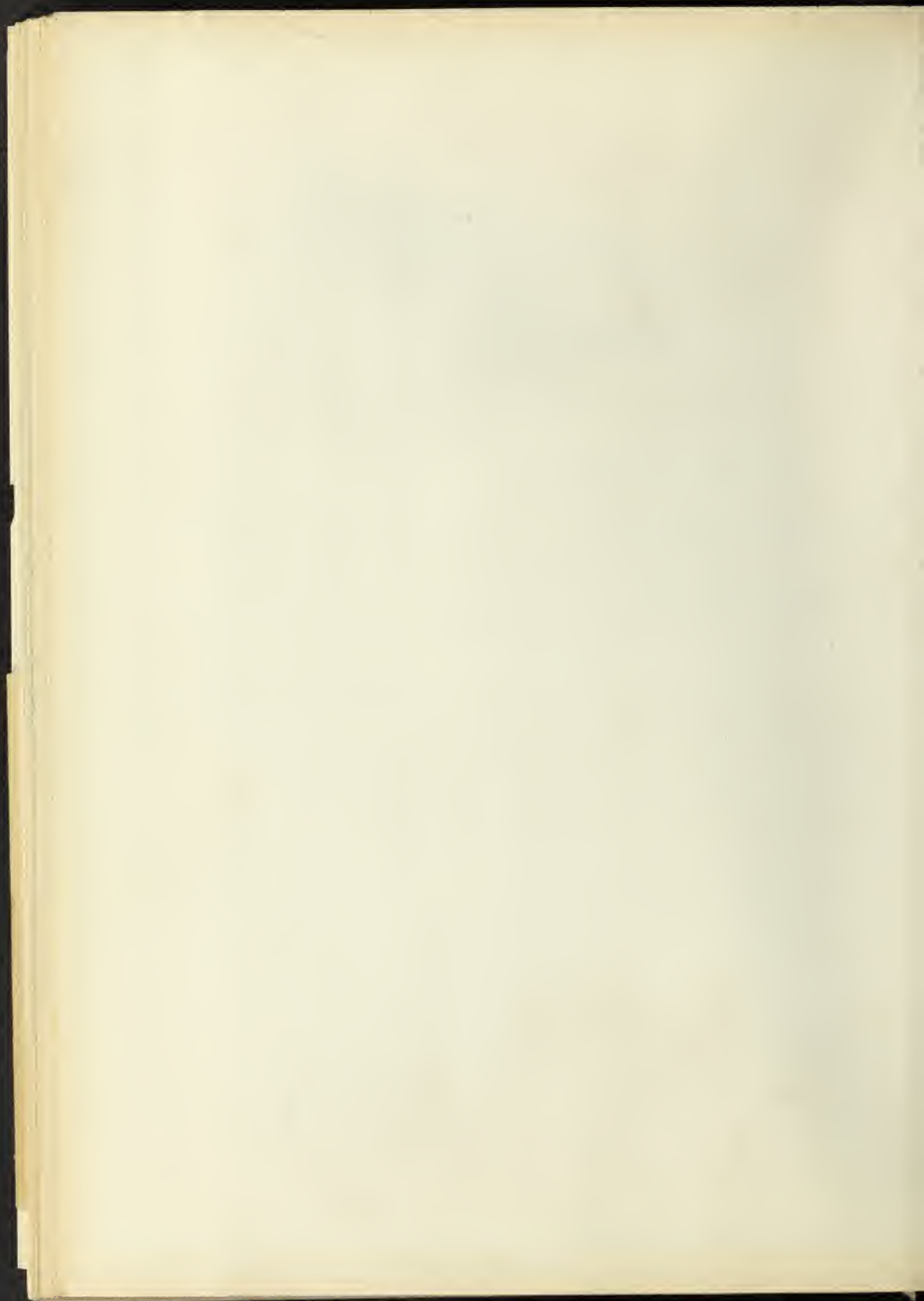
Important business street - 6 lines of vehicles	-	60 ft
Main through street -	6 " " "	56 "
Minimum width for -	6 " " "	52 "
Feeder line street -	4 " " "	41 "
Minimum width for -	4 " " "	37 "
boulevard, center parking with		
curbs and center pole sub-		
struction, -	2 car lines -	30 "
Subway, wall to wall -	3 " "	24 "

These represent fair working dimensions based upon the normal widths of vehicles usually encountered on the streets in question. They recognize the necessity of providing for parking of vehicles along the curb, thus rendering two lines of traffic inactive. Intermixed cars are contemplated. City cars are usually 5.0 inches narrower - 8'-6" overall.



APPENDICES

1. APPENDIX I - OPERATING.
2. APPENDIX II - RECORDING.
3. APPENDIX III - 1924.



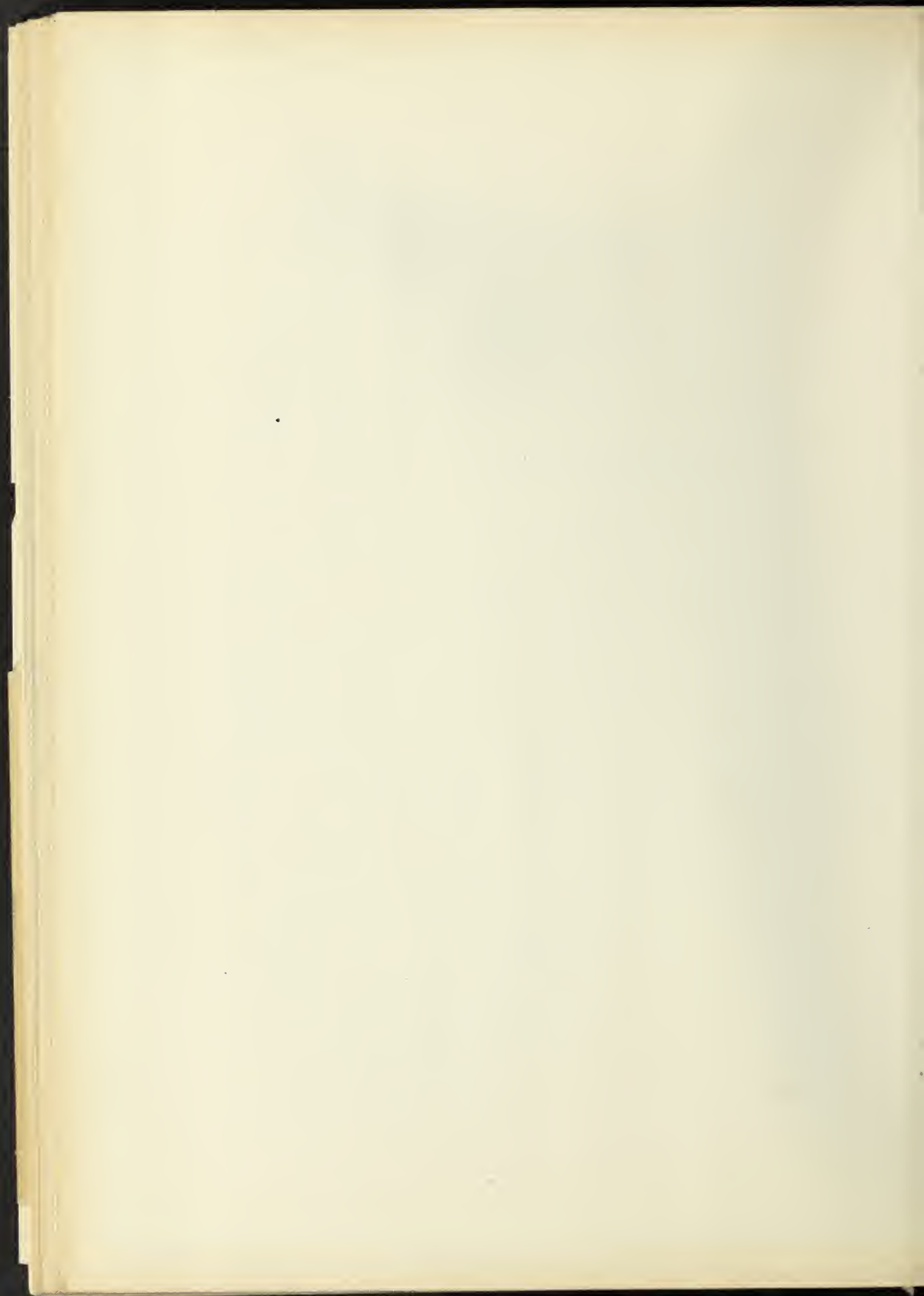
1890-1891

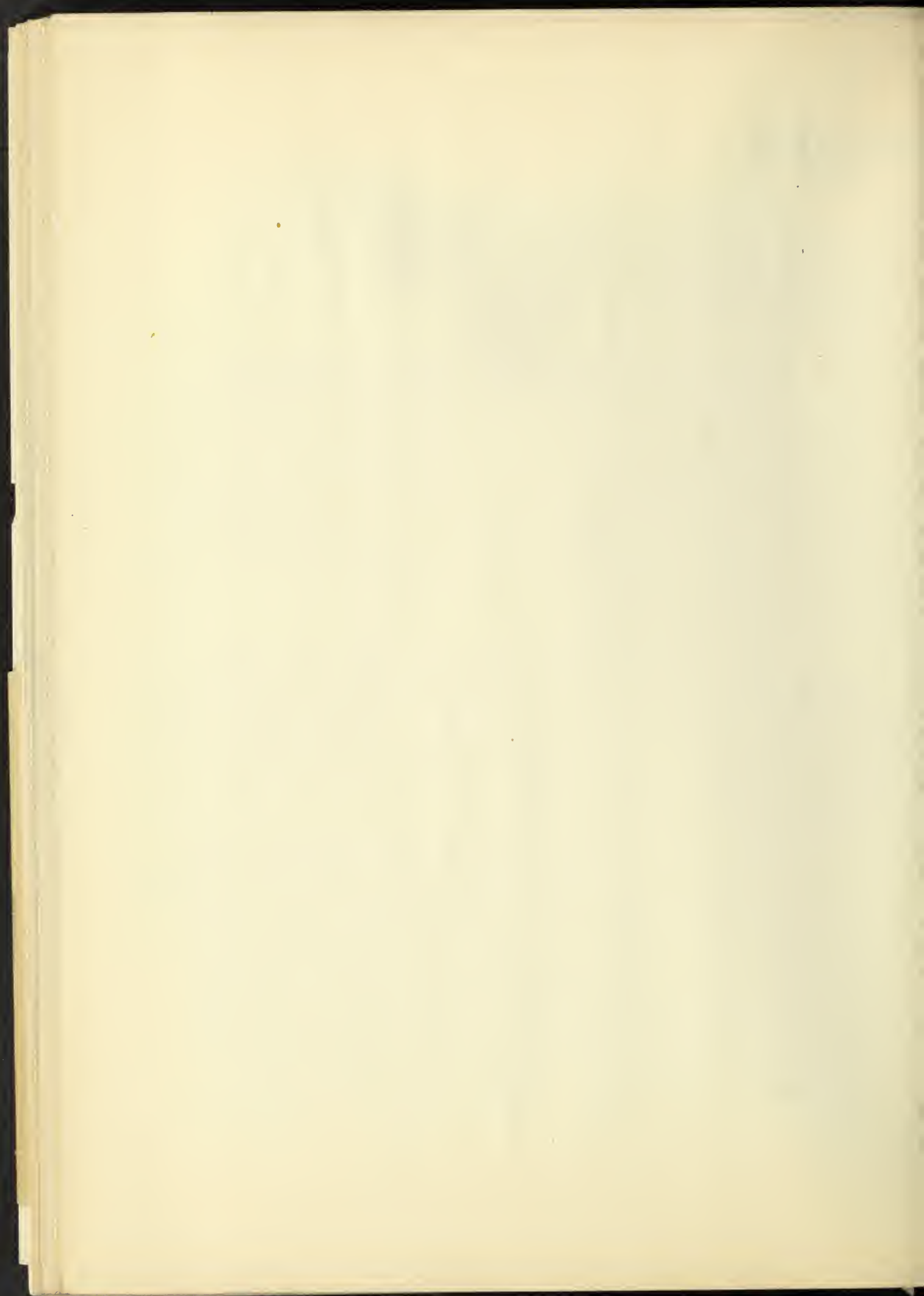
1891-1892

1892-1893

1893-1894

1894-1895



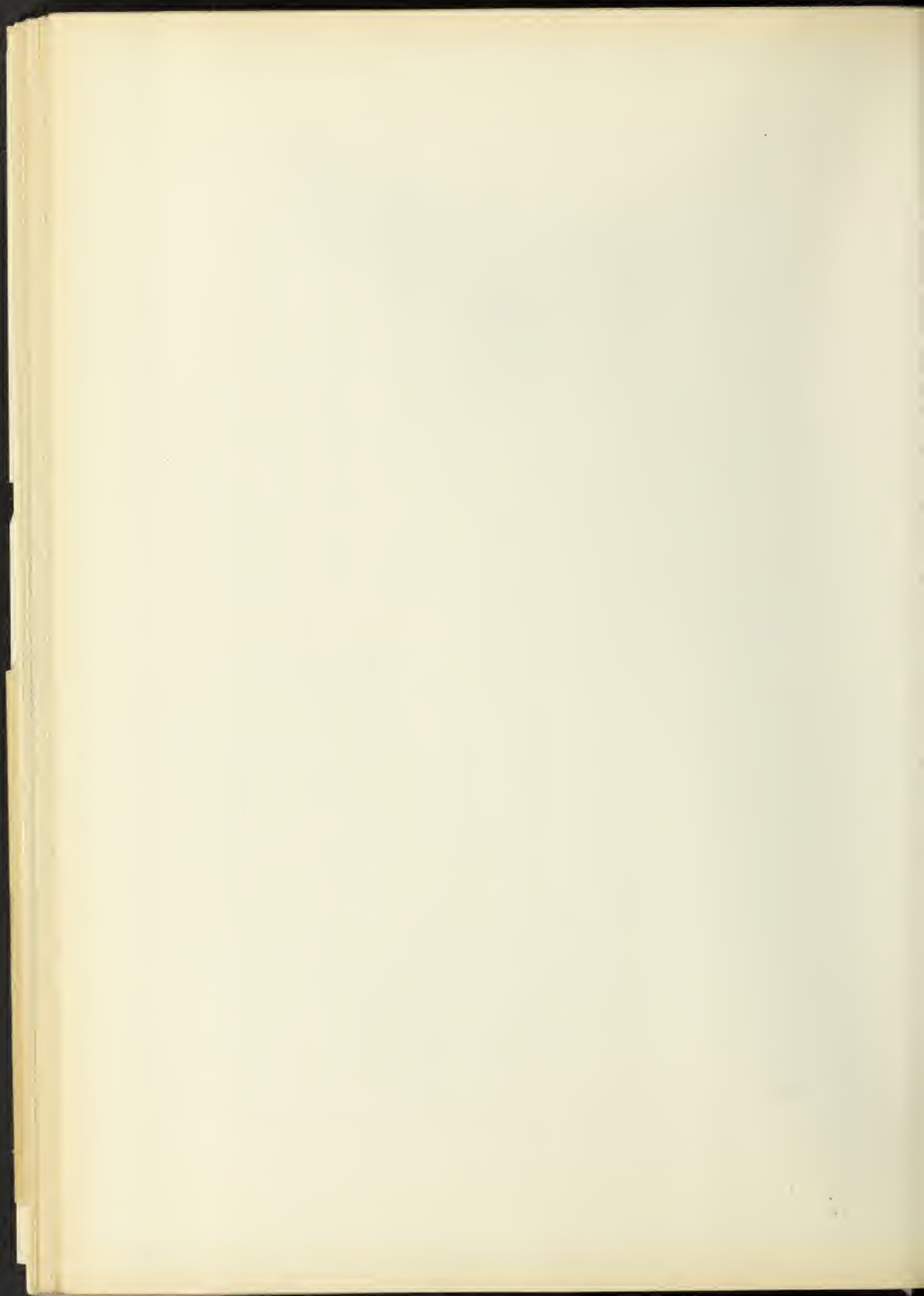


On 1/10/1941, the first of two 100 lb. bombs was exploded at a house at 101 1/2 Street, New York City. The second bomb was exploded at 102 1/2 Street, New York City. The third bomb was exploded at 103 1/2 Street, New York City. The fourth bomb was exploded at 104 1/2 Street, New York City. The fifth bomb was exploded at 105 1/2 Street, New York City. The sixth bomb was exploded at 106 1/2 Street, New York City. The seventh bomb was exploded at 107 1/2 Street, New York City. The eighth bomb was exploded at 108 1/2 Street, New York City. The ninth bomb was exploded at 109 1/2 Street, New York City. The tenth bomb was exploded at 110 1/2 Street, New York City.

The following information was obtained from the New York City Police Department. The first bomb was exploded at 101 1/2 Street, New York City. The second bomb was exploded at 102 1/2 Street, New York City. The third bomb was exploded at 103 1/2 Street, New York City. The fourth bomb was exploded at 104 1/2 Street, New York City. The fifth bomb was exploded at 105 1/2 Street, New York City. The sixth bomb was exploded at 106 1/2 Street, New York City. The seventh bomb was exploded at 107 1/2 Street, New York City. The eighth bomb was exploded at 108 1/2 Street, New York City. The ninth bomb was exploded at 109 1/2 Street, New York City. The tenth bomb was exploded at 110 1/2 Street, New York City.

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Proposed No. 1-12 Stewart Ave. Alignment, (original)

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Proposed No. 1-12 Stewart Ave. Alignment, 0.5 percent

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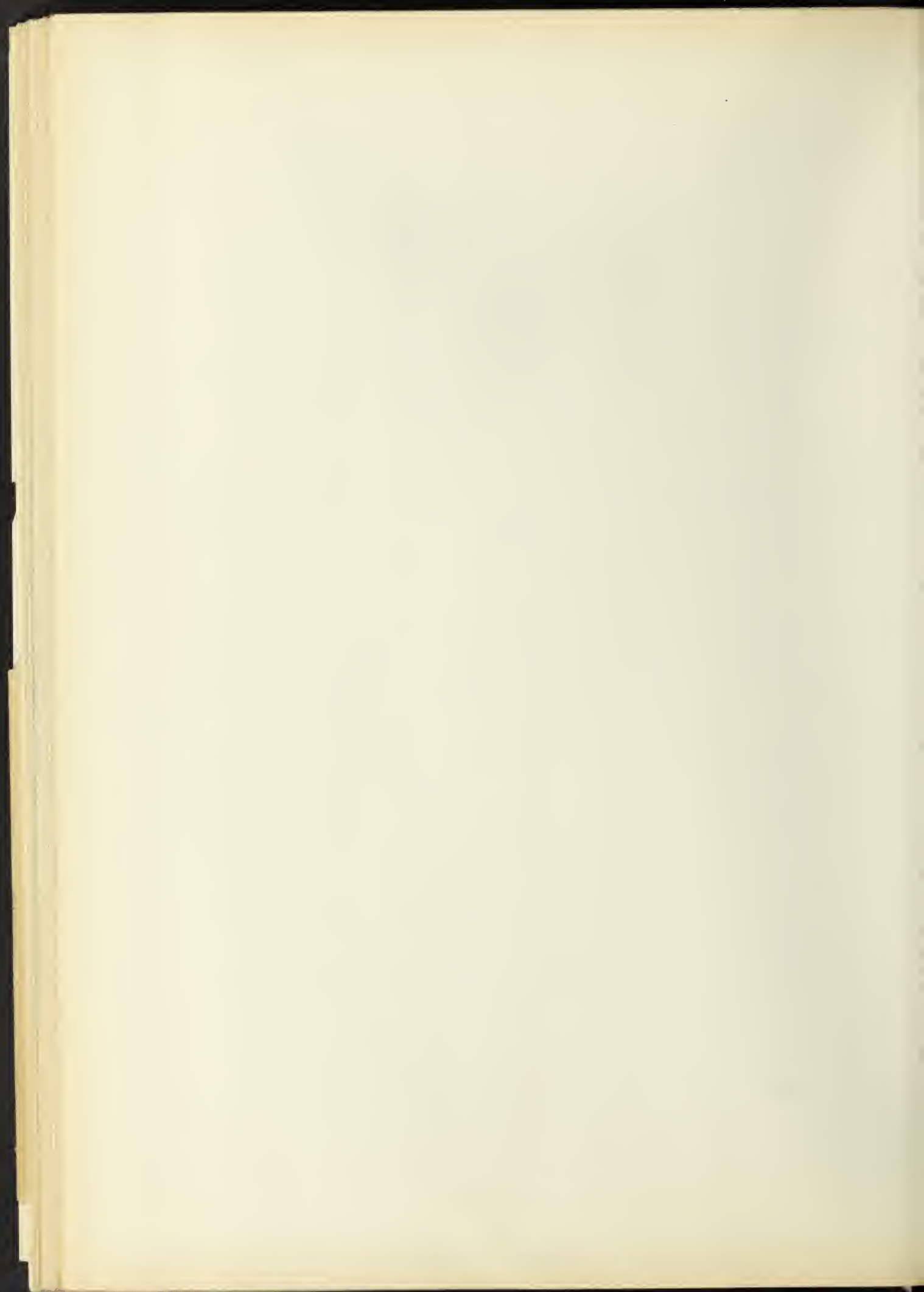
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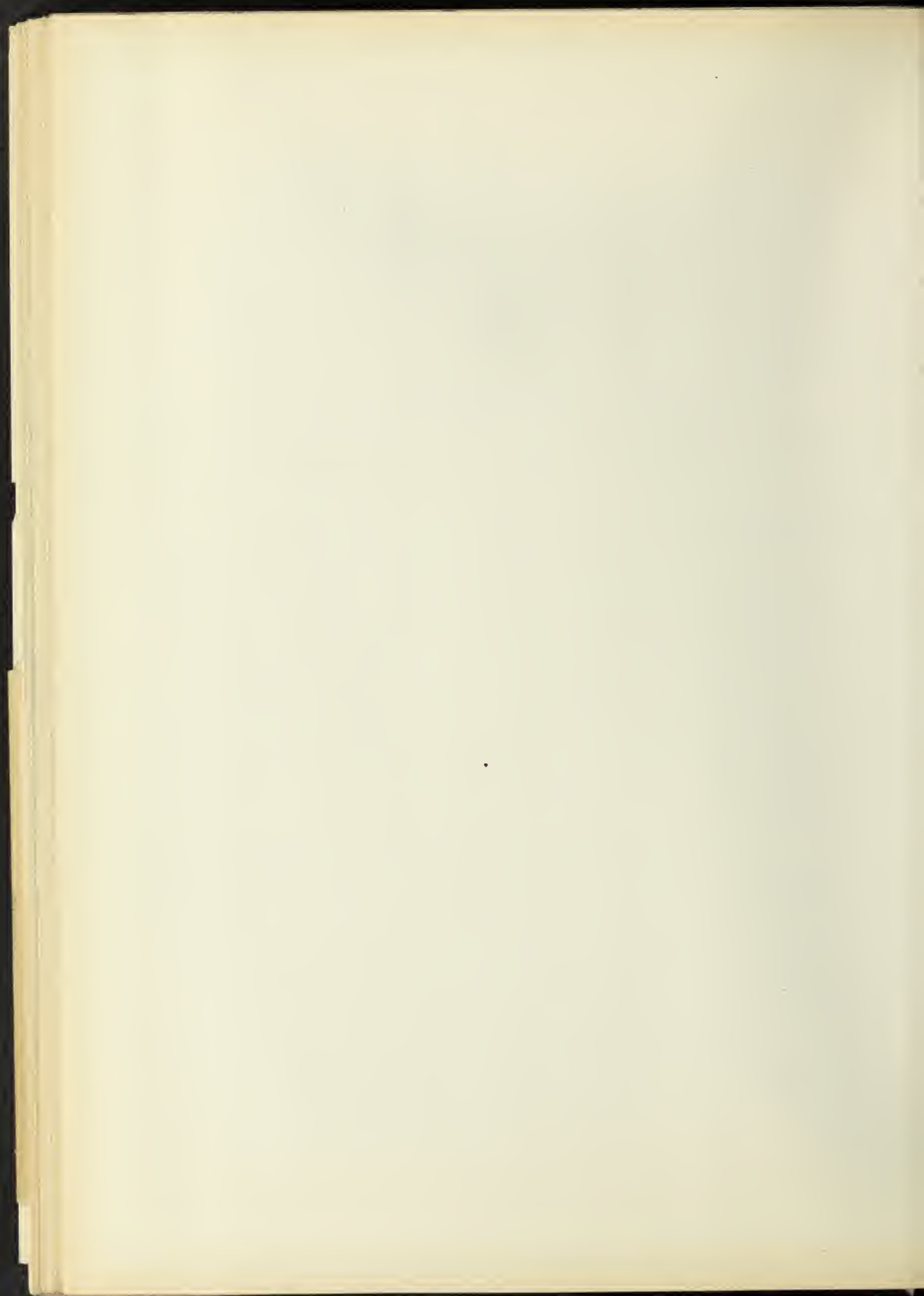
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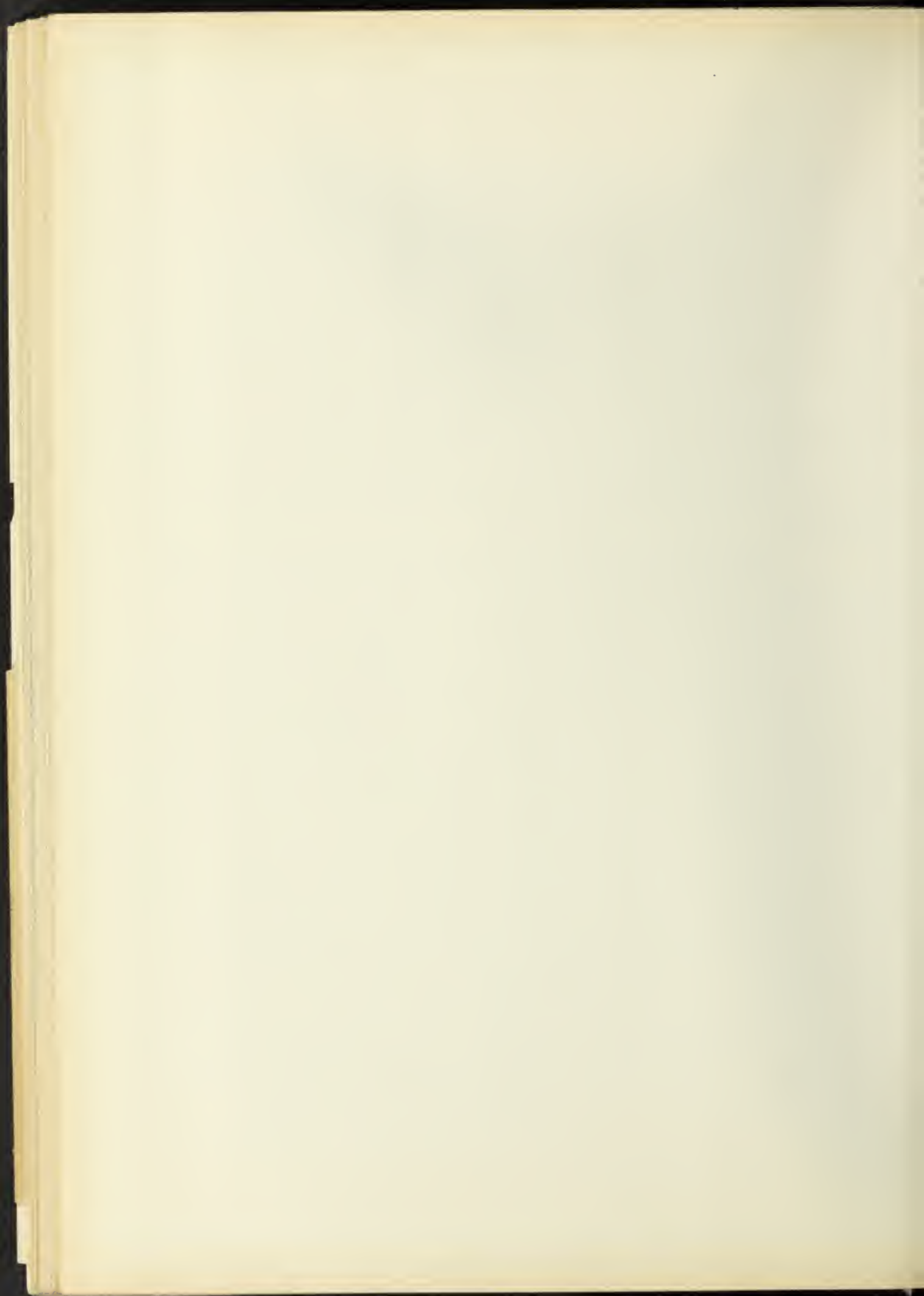
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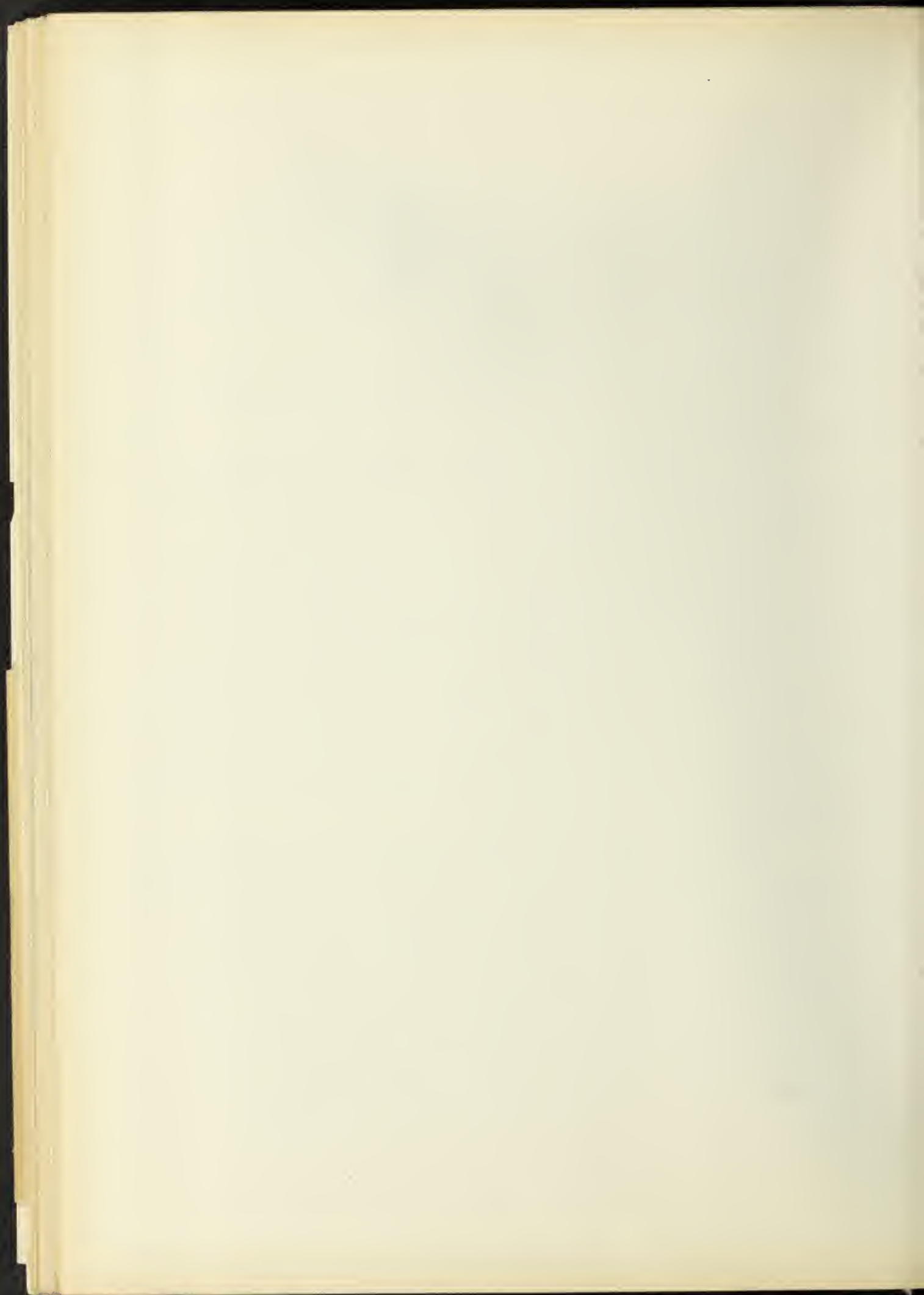
These sections are submitted as proposed and are not

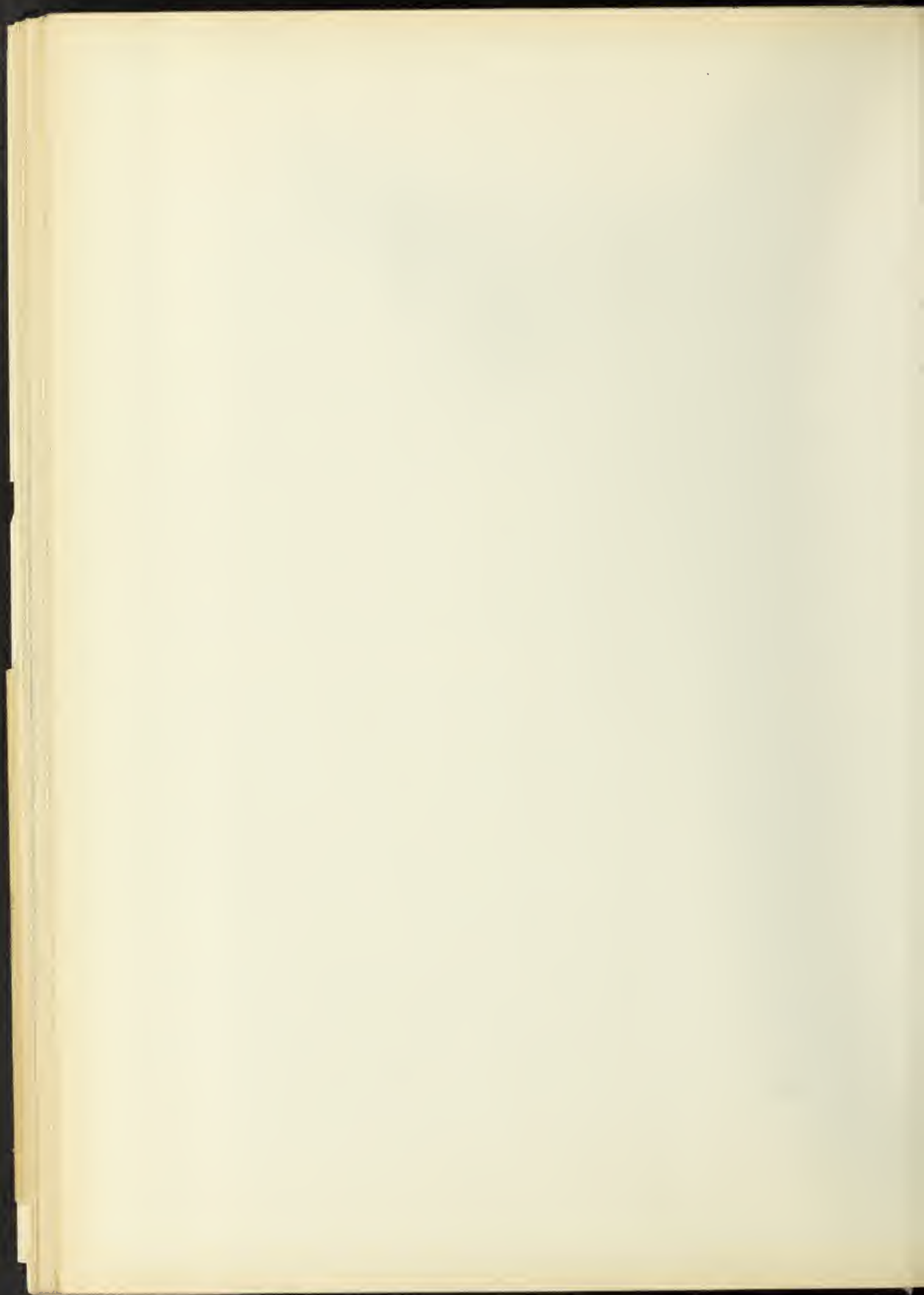
subject to any other conditions, and are not to be used for any other purpose.
The sections are submitted as proposed and are not to be used for any other purpose.
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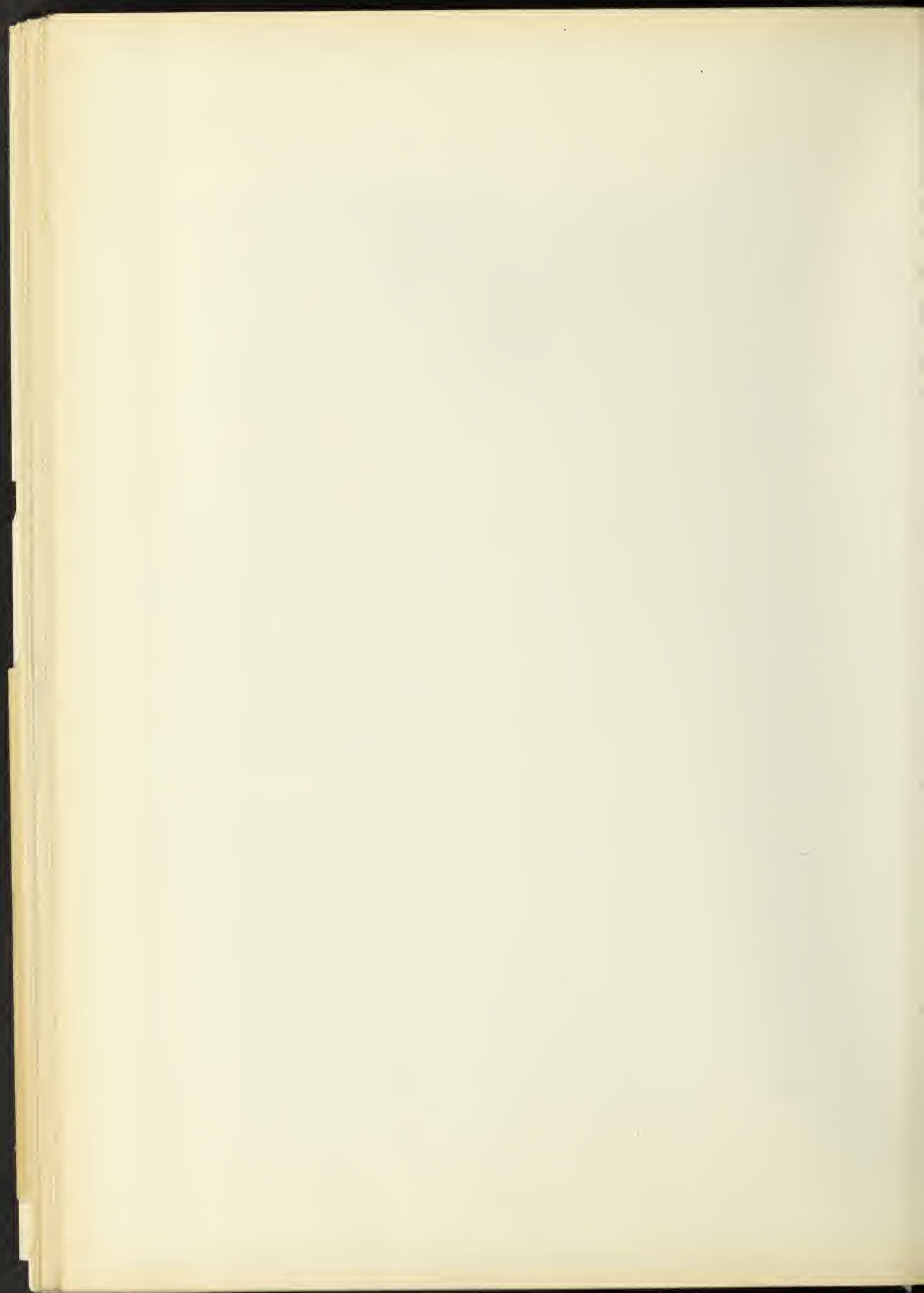


...the ... and ... of this thorough-
... ..

Great Lakes Railroad Alignment: Proposition No. 1-4
shows a road alignment running north from the town of Richfield
along and grade (0.5 percent)
to the river bottom, with a 1000 ft. level embankment across
the river bottom and a 0.5 percent grade according to ...
... ..
... ..

In the above ... proposition No. 2, the
northward
Richfield
... ..
... ..
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... ..
... ..
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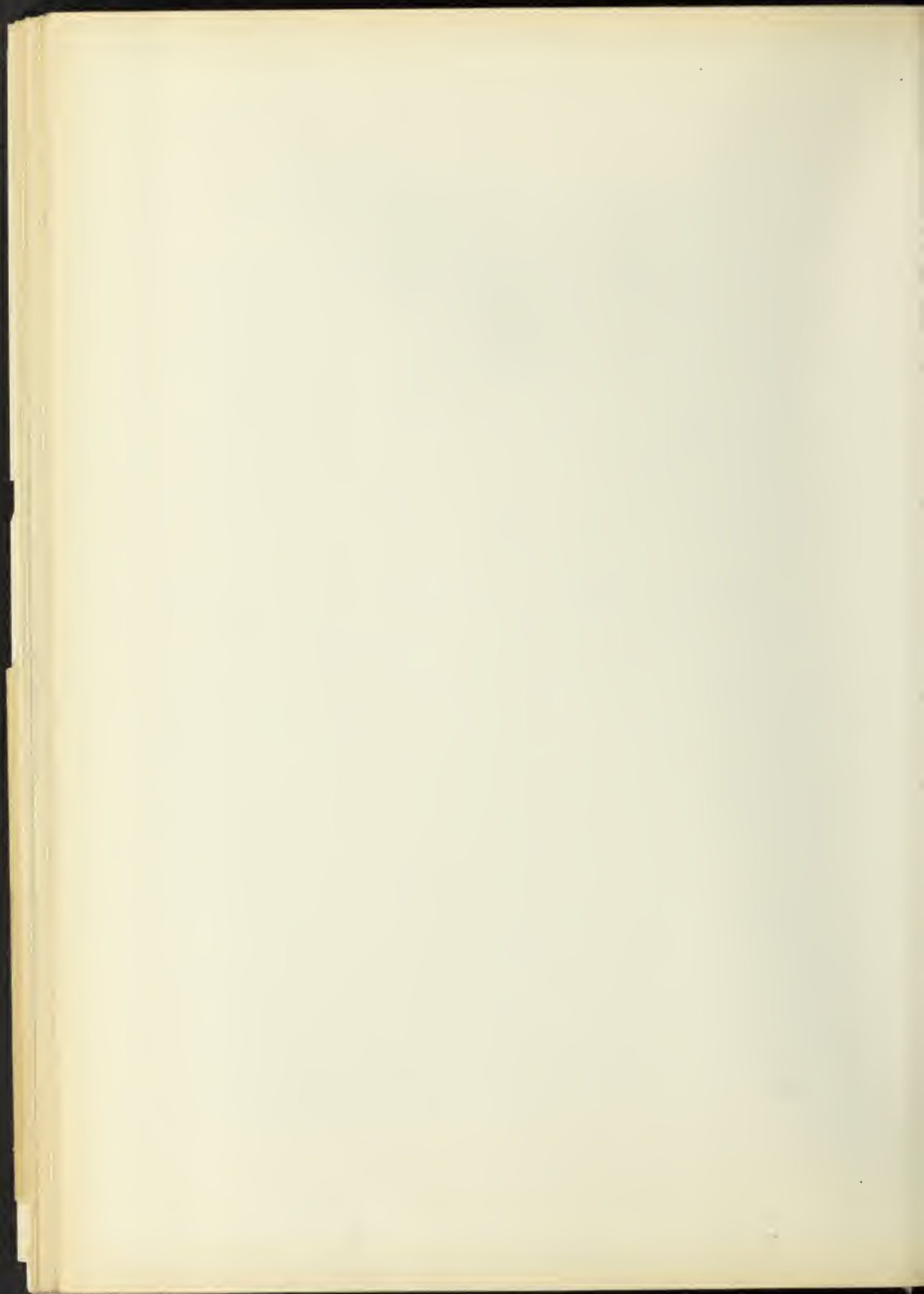
Port Huron Railroad Alignment: The proposed
main line
... ..
... ..
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The improvement of the existing crossing will in fact result in
 filling a slight depression in the P.M. tracks at this point
 and improve the existing road crossing, also put the crossing yard
 on a level.

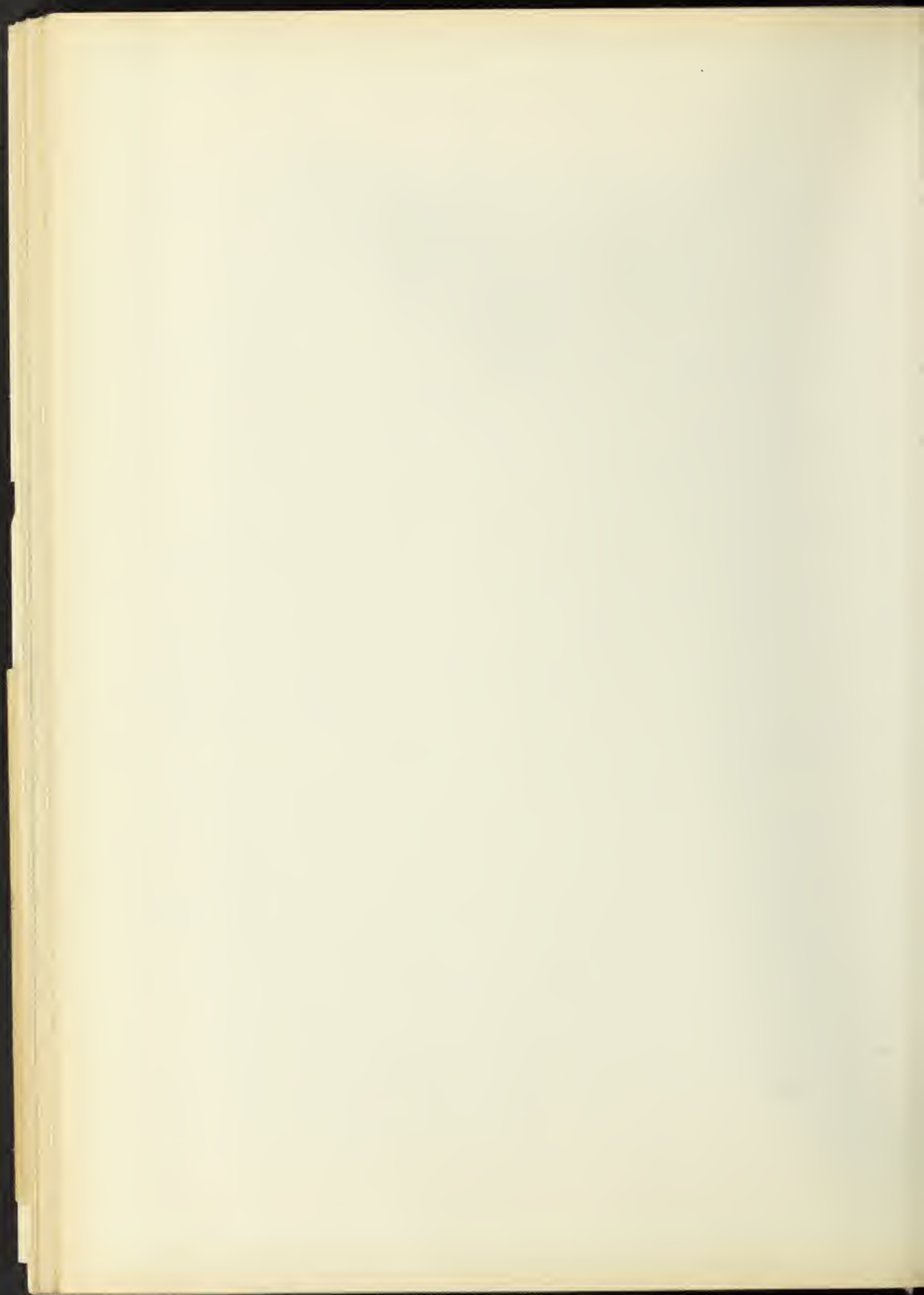
From this data it will be seen that with the Stewart
 Ave. grade crossing there will be 3500 ft. clear switching
 road north of the Buick yard with an 0.3 grade, which
 grade would be found to be useful in reversing train movement.
 north of the Stewart crossing there would be practically the
 same distance south of a level. This switch space would ob-
 viously accommodate trains of 2000 to 3000 cars which would
 be more than ample for classification operations.

Quick Switching Yard: The switching operations in the
 Buick plant are handled somewhat in the P. M. yard or
 generally used between St. John Street and Hamilton Ave., a
 distance of 2800 ft. Cars on and break-up of road trains are
 then largely carried in the north yard about 3500 ft. in length
 and particularly for movements to and from the north. Train
 movements to and from the north make use of the yard, which
 is 3500 ft. in length. This yard is accessible
 from the Buick yards from both ends and is practically
 no classification switching has to be done on the Buick
 property. In fact, long cuts from Buick yards and platforms
 may be and are handled north to access for road delivery
 classification. It thus appears that railroads serving the
 Buick yards are expected to do their classification outside of
 the industrial area.



Great Lakes R.R. Yard Plan. The first plan to the most important consideration is the possibility of the Great Lakes yard layout. In the original Great Lakes alignment, along Florida Ave., the Great Lakes anticipated movement into a stub yard lying between Stewart and Jackson Aves., approximately 8000 ft. in length, longest track. In this yard trains would be broken up and loaded with by switch engines to the quick industrial trucks. Land was purchased parallel to the F. B. R.R. suitable for 20 tracks and utilizing efficiently the entire area east of Jackson St. and Parker St. proposed parallel tracks. However, this location presented the great drawback from the railway standpoint that the center of the yard was located at Stewart Ave., so that all switching would have to be done before this important thoroughfare. This defect was noted and if for no other reason would have necessitated the abandonment of the Florida Ave. crossing.

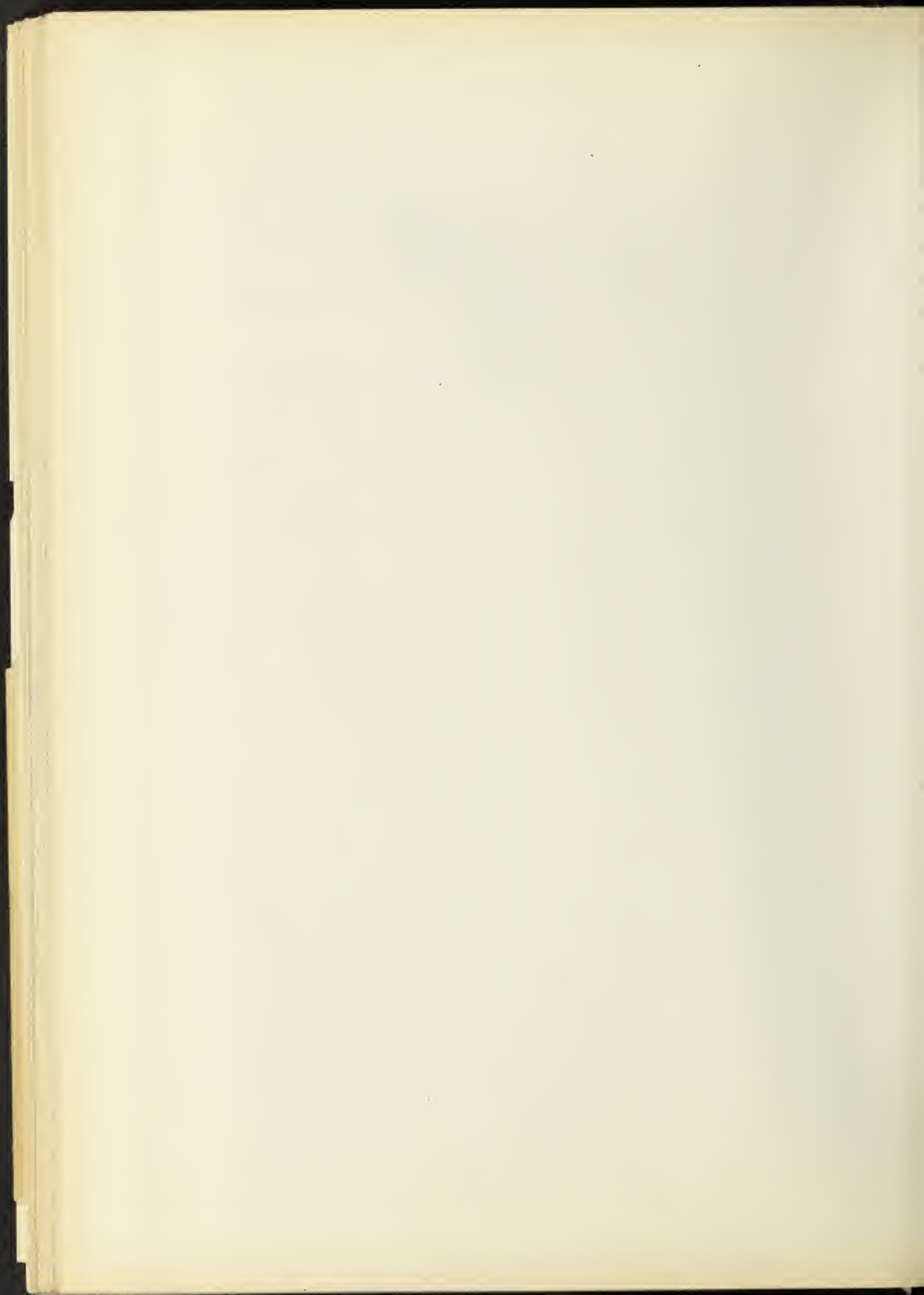
In the second and third alignment later recommended as disposition of the yard layout was greatly modified. In this plan the yard is situated north of Jackson Ave., into the Jackson and Jackson Avenues (which with the south approach a short distance south of Wagon St., leaving approximately 1000 ft. of filling space between the street and Stewart Ave. In this plan the break-up is contemplated to be done at the north end of the yard, which would require a drill track about 2000 ft. north of the north yard track. Assuming a yard with existing tracks suitable for 20 car trains, which would be suitable for the requirements of this district and the yard is situated at a distance of nearly a mile



North of Point St., or about 1.5 miles north of the P.M.R.P. yard. This plan, however, provided full length trains were handled in this manner. However, it would appear quite feasible to shorten this right-of-way area. If trains, after pulling north around the Stewart Ave. curve could back solid into the Buick docks, for which approximately 2500 ft. would be available on any movement for standing trains before reaching the Buick industrial tracks.

In other words, with this reverse movement in full trains, it would be possible to restrict the Great Lakes yard area to a point not more than 2500 or 3000 ft. north of the P.M.R.P. crossing - i.e., to about 500 ft. north of Pierson Road. However, as some leeway would be desirable at the north end, it is probable that such a yard would be extended with drill tracks as far north as the Graceland Cemetery track, that is, 1500 ft. north of Pierson Road. Such a yard could be worked reasonably well from both ends, either loading full length trains in the Buick yard or breaking them up in this "Pierson Yard" for delivery in platform or dock order.

The yard layout required for the subway crossing, Proposition No. 2, is quite a different matter. In this plan, the Great Lakes right-of-way would be necessarily have to be extended fully 4000 feet farther north and at least 2500 ft. beyond the North Pierson yard station for the reason that no reverse movement would take place for delivering solid trains into the Buick plant immediately after crossing the P.M.R.P. right-of-way. As before stated, the tracks in the depressed cut come to grade 4000 ft. north of the P.M. Crossing - that is, approximately opposite the P.M. coaling station.

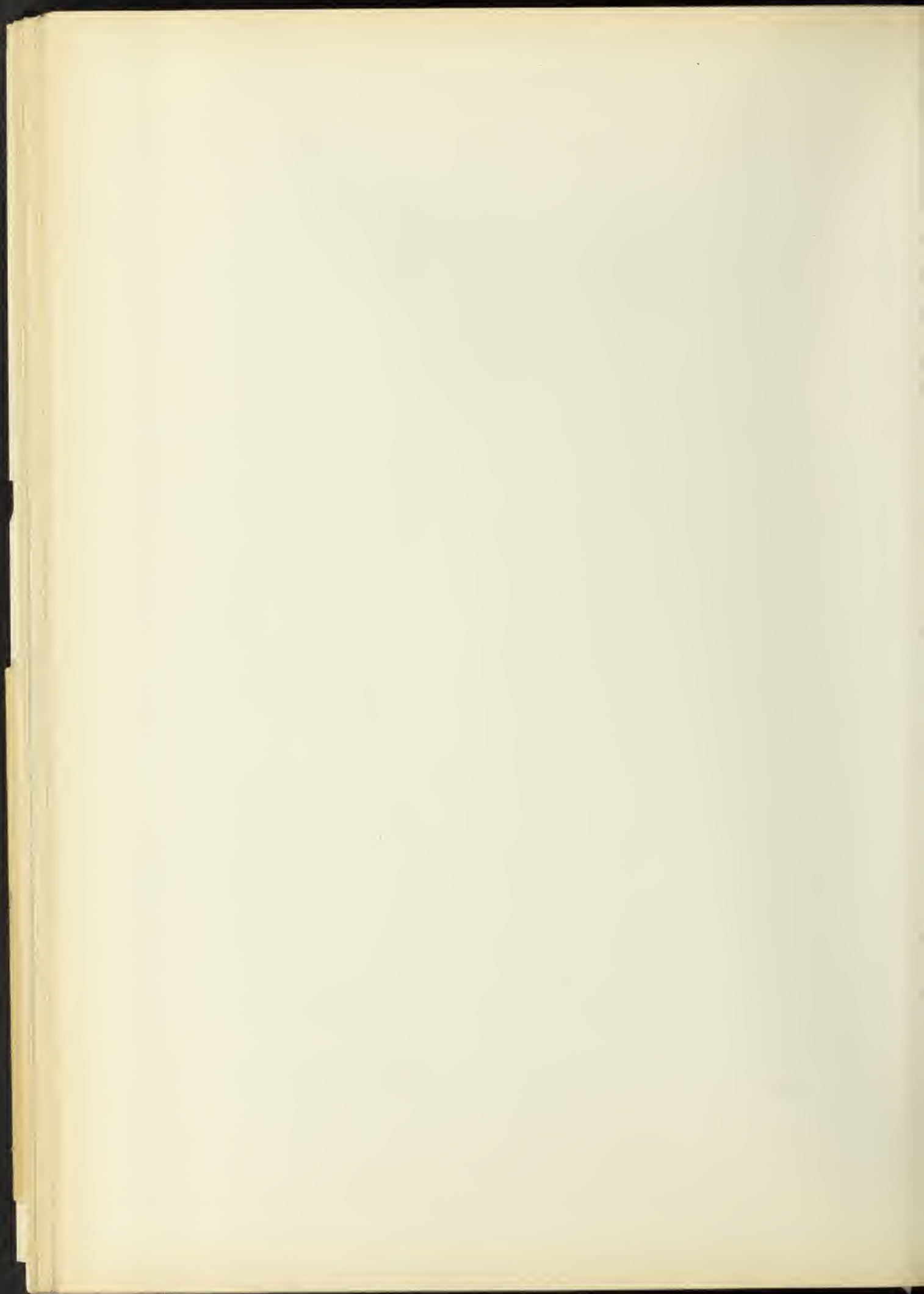


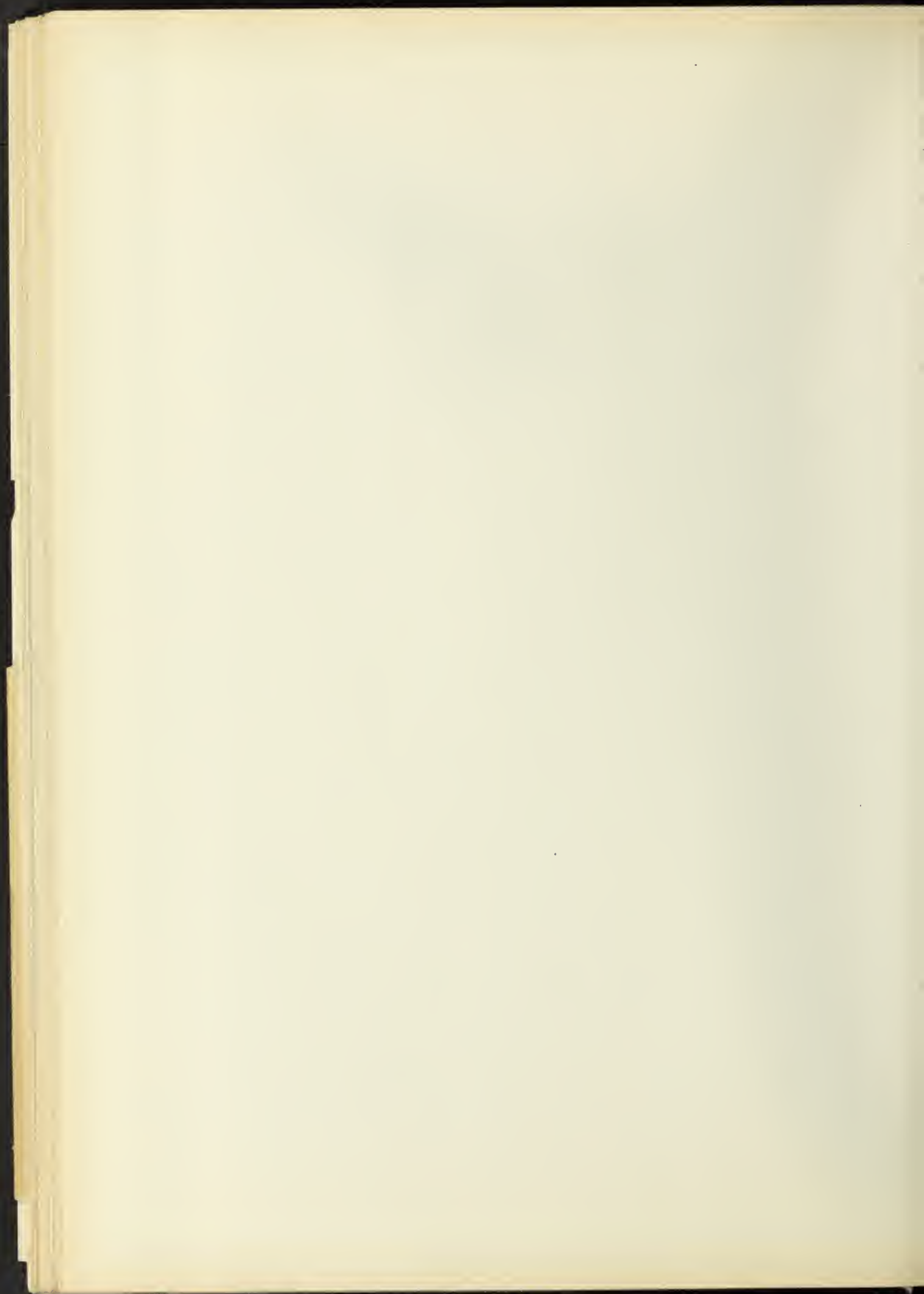
A full length train standing at side cut would therefore be
 required to run at least 500 ft. north of Metropolitan Road,
 or a total of 10,700 ft., over two miles north of the F. V.
 North Street yard. In other words, the total yard arrangement
 necessitated by this subway plan would require a right-of-way
 about three times the average length of the entire McGraw yard,
 or if taken at present, which is 3600 ft. long.

These conclusions are borne out by the tentative yard
 plan submitted by the Grand Island Co. in which the land hold-
 ings required therefor are over three times the area originally
 considered at the Irving Ave. location, comprising a main
 double-end yard 2800 ft. in length with roundhouse, housing
 station and repair shops at the north end and Brill tracks
 extending to 105th Street Road. At the south end of the
 yard 1000 ft. drill shops close of Stewart Ave. is provided as
 previously stated.

In order to carry out this yard arrangement, it
 will be necessary for the G. I. S. R. to acquire from the F. V.
 R.R. a 100 ft. right-of-way for its depressed cut from the sub-
 way crossing north, practically to Des Moines Road and in addition
 a 200 ft. strip from the F.V.R. - Grand Island Property and F.V. S. R.
 lands extending 1800 ft. north. It is understood, however, that
 the F. V. R.R. has agreed to sell the land required to the G. I. S. R.
 at reasonable cost.

With this yard layout, the only feasible method of
 operation would be for all trains to head north to Carpenter
 Road, thence reverse to the point where the Brill tracks or
 track of the present yard. Vice versa, all outgoing trains
 from the yard would be sent up to the present yard and

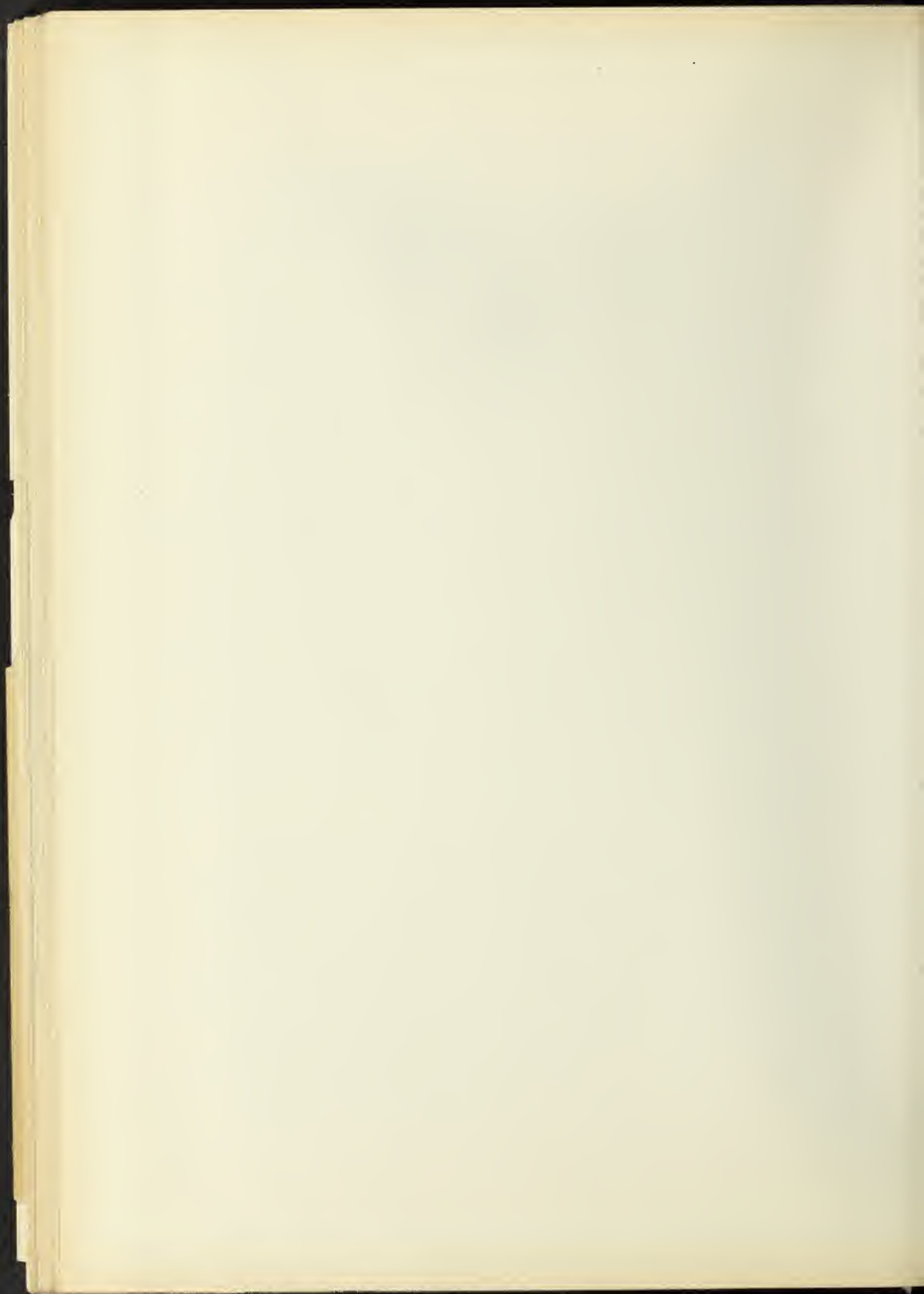




seem to be a step in the wrong direction.

Conclusions: In view of the facts and conditions above cited, the real necessities of railroad operation, the interests of the City in its probable development and the remote possibilities of traffic congestion at the Stewart Ave. crossing formerly recommended, it is believed that the advantages of the subway crossing, Proposition No. 2, are entirely outweighed. While the subway crossing on the face of it appears to cost only \$25,000 more, this would be entirely lost in the expense of the lands and construction which would be required for the working yards under this plan. To be sure, the subway plan would be credited with the operating expenses, maintenance and rentals of the interlocking plant at Stewart Ave. (estimated at 2 or 3 percent), but on the other hand it should be fairly debited with the cost of new removal and delivery, which would be a very considerable item, and the cost of additional land, which would definitely outweigh many times the expense of operating the interlocking plant.

It is not believed to be a justifiable argument to assume that the increase in traffic over this intersection will frequently reach such a point as to cause serious congestion prior to the development of the S.L. R.R. extension. The S.L. R.R. has made definite plans for a freight cut-off around the City of Saint through the so-called water-front district and in that way the City has secured a definite arrangement at considerable expense for securing the building of this cut-off to provide for the freight business. It is believed that the cost of the cut-off will be very small compared to the cost of the interlocking plant and the cost of the lands and construction required for the working yards under this plan.



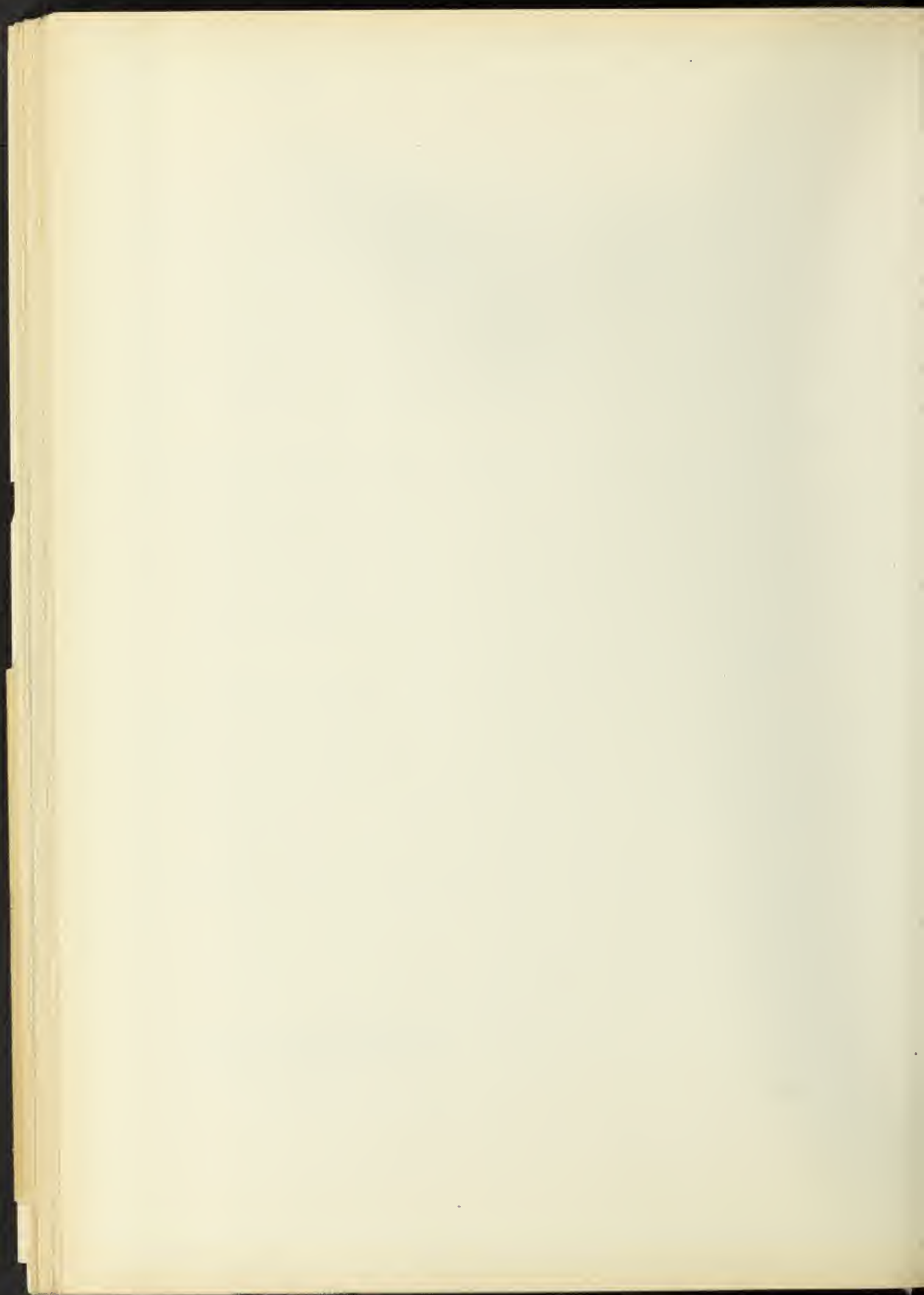
P.M.R.R. were recorded a preferential position as to location adjacent to this District. Subsequently the P.M. R.R. apparently abandoned this cut-off project, although the necessity for its construction was as pressing as ever and will continue to be more so in the future, involving as it does the problem of traffic obstruction on the various street grade crossings within the City.

In spite of this withdrawal, the City Plan Committee has in fact still reserved for the P.M. R.R. or any other road entering within a 100 ft. right-of-way through the territory originally accorded to them parallel to the right-of-way reserved for the P.M. R.R. in the plans herein discussed and has been successful in carrying through the same.

It is therefore concluded that considering the question from the broad standpoint of City Policy, the original alignment recommended by the P.M. R.R. of October 30, 1917 (drawings 800-74 and 75) should be adhered to, permitting the P.M. R.R. to cross the right-of-way of the P.M. R.R. at grade just north of Street Ave. and midway between the North and South Main Streets.

Very respectfully,

(Signed) J. R. BISSING,
 Engineer Representing
 Elton V. Arnold.

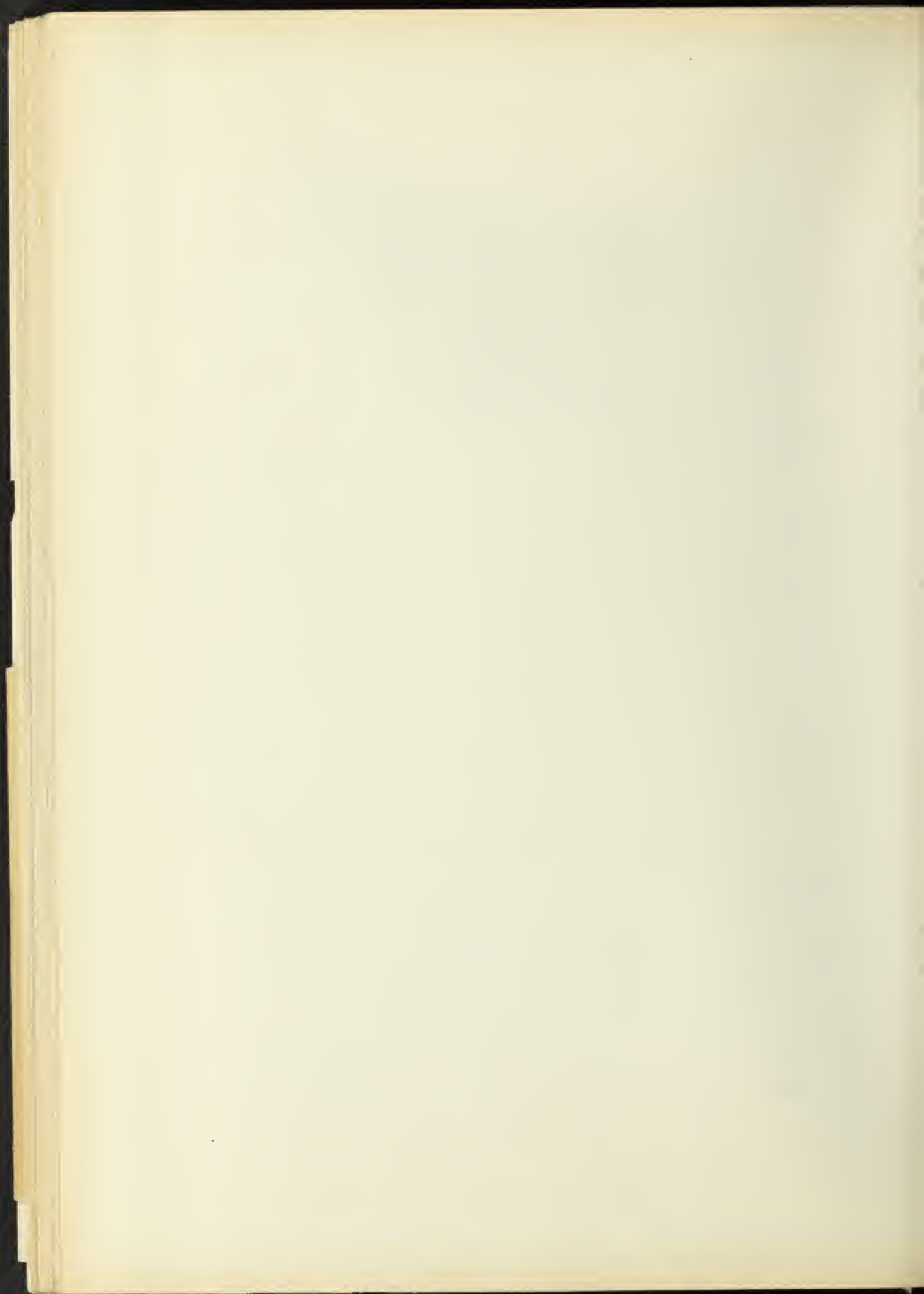


Appendix No. 5.

CHAPTER I.

181.

181.



APPENDIX TO
CITY PLANNING COMMISSION

November 5, 1934

C. C. Carr, Vice President,
City Planning Commission,
Filip, Michigan.

Dear Mr. Carr:

I have been in touch with Mr. Selig on the matter of desirable features for inclusion in the revised charter and while he has not indicated definitely the scope of what suggested provisions he would submit, I gather that he is quite in agreement with my view, viz., that the charter should be as simple and rather than an attempt to specify with great definiteness a program of public improvements.

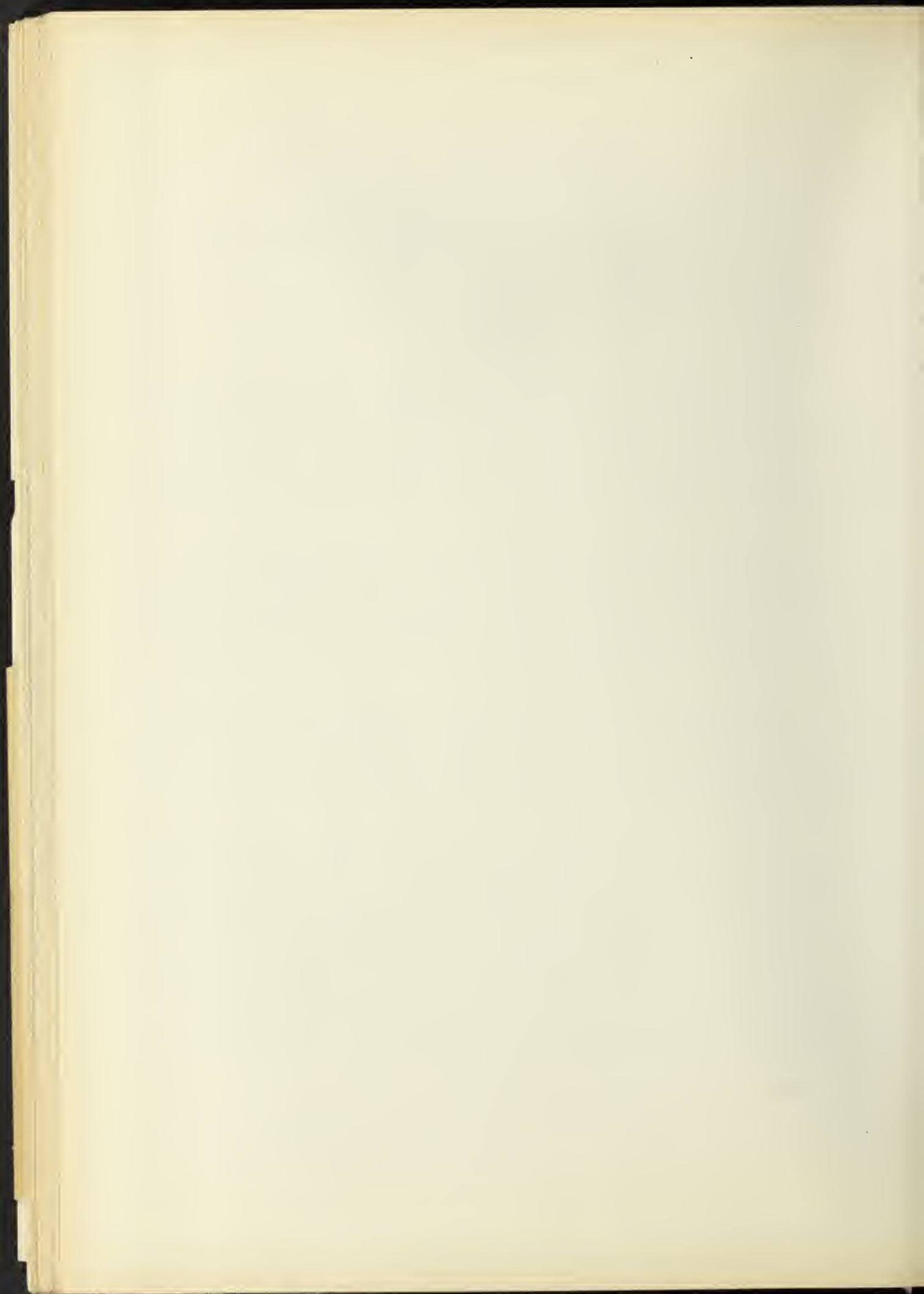
Working through over the various angles of these character provisions, I have suggested the suggested suggestions, which are intended to give the City Planning Commission, working in cooperation with the Council, Department of Public Works, and Public Service, the power to lay out, construct, plan and initiate projects before Council and by referendum or transportation matters.

These suggestions, especially those relating to the City Planning Commission, are along a line program that I believe the present Commission, if created, would enable the City to control its own destiny to a considerable degree. I am forwarding a copy of these suggestions to Mr. Selig with the suggestion that he submit them as supplementary to the suggestions in regard to the City Plan.

We reached the conclusion that a definite railway plan should not be written into the charter, and this was or had been in the same degree with the City Plan. On the other hand, if the City Planning Commission were established in the evolution of the City Plan, it would have it so that such matters of controversy and controversial delays would be avoided. This conclusion is based upon the belief that so much is wise enough to see far enough into the future to work out any plan of civic development which is to be rigidly adhered to. Every such program should be flexible enough to have it possible for continuing improvement and modification, especially in a city enjoying such extraordinary development as Filip.

Very truly yours,

J. A. HARRIS, President
Representing Philip F. Harris



Section 101 - General Principles

101.1 The purpose of this section is to establish the general principles which shall govern the development and operation of the system.

101.2 The system shall be developed and operated in accordance with the following principles:

(a) The system shall be developed and operated in accordance with the following principles:

(b) The system shall be developed and operated in accordance with the following principles:

(c) The system shall be developed and operated in accordance with the following principles:

(d) The system shall be developed and operated in accordance with the following principles:

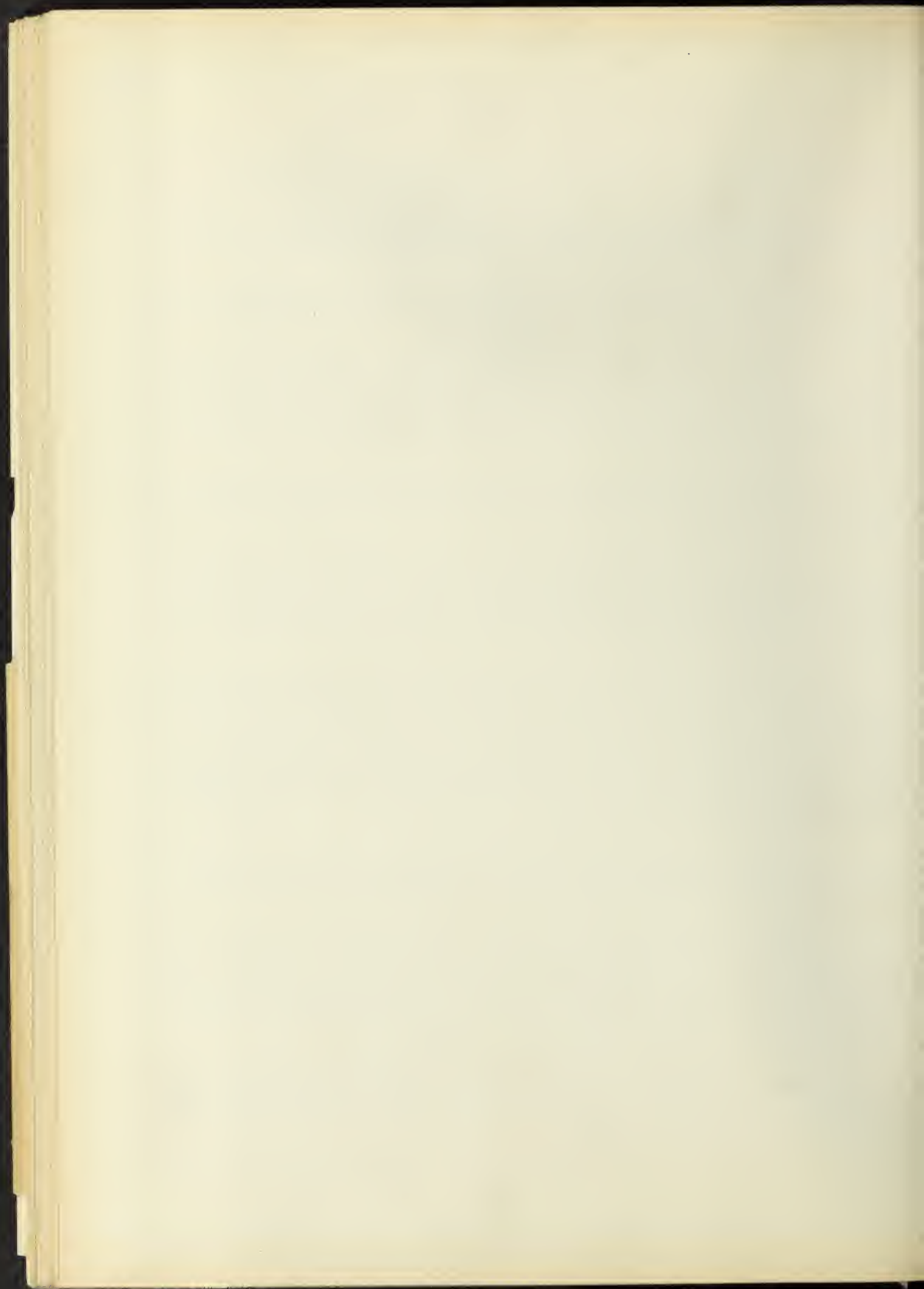
(e) The system shall be developed and operated in accordance with the following principles:

(f) The system shall be developed and operated in accordance with the following principles:

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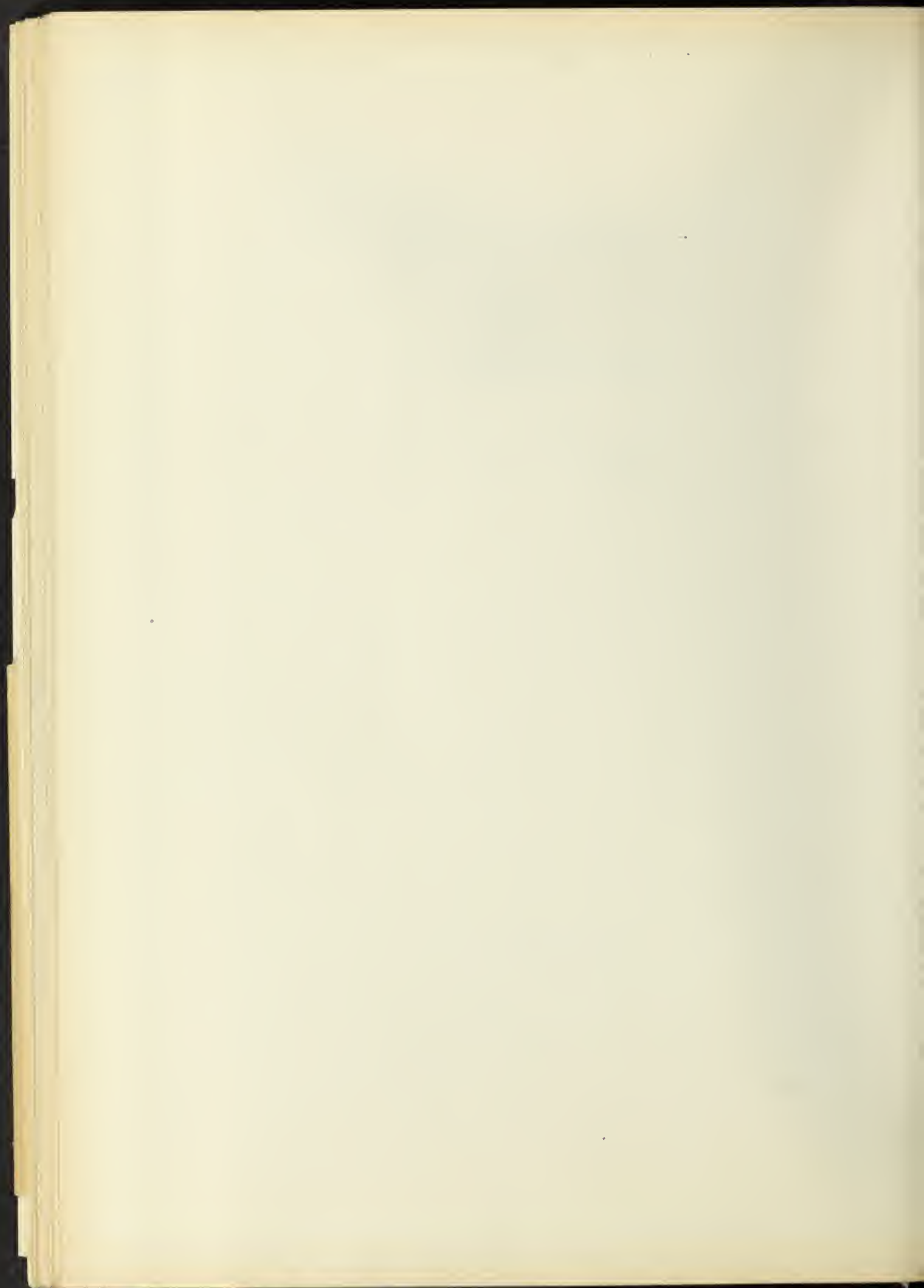


Example 1

Example 2

Example 3

Example 4



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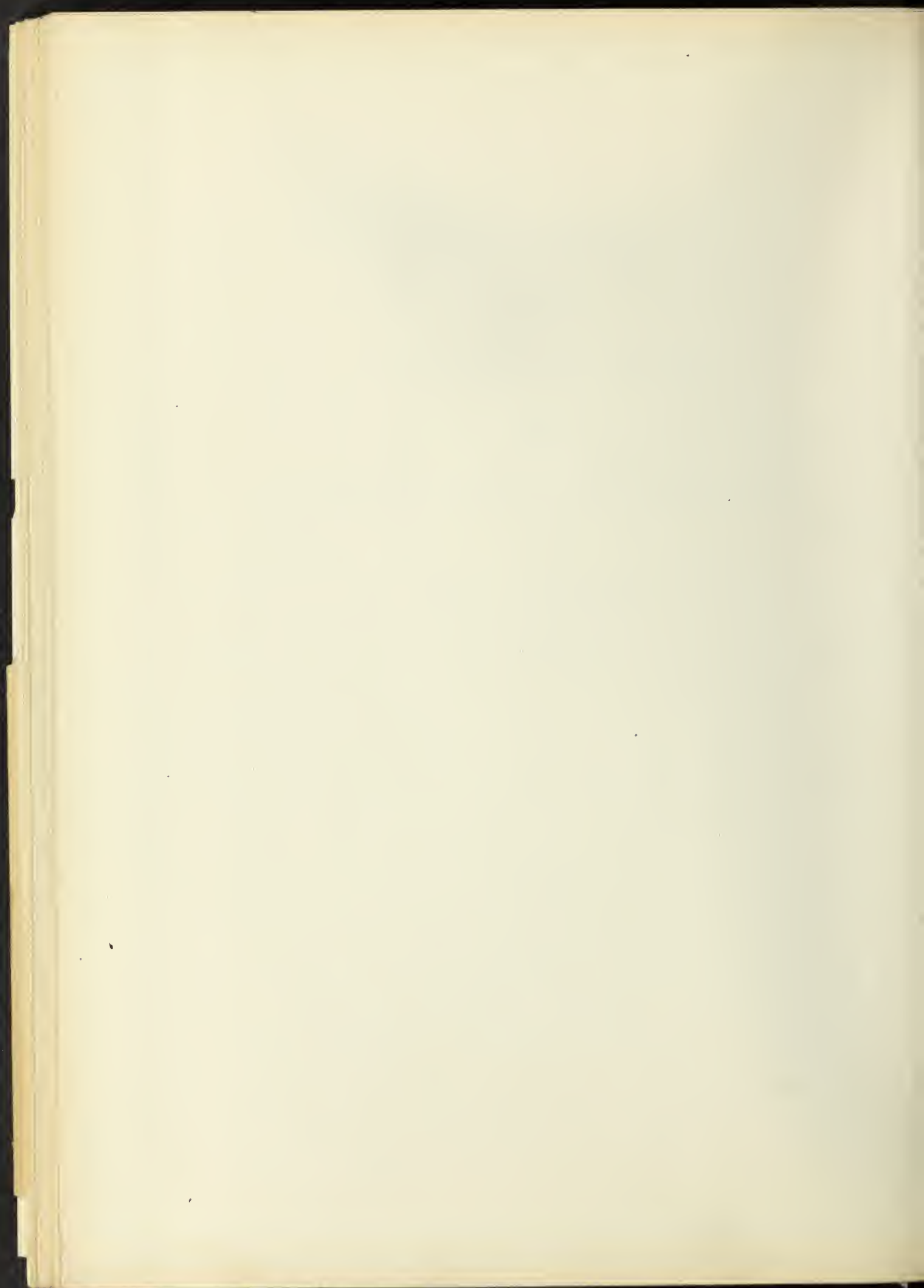
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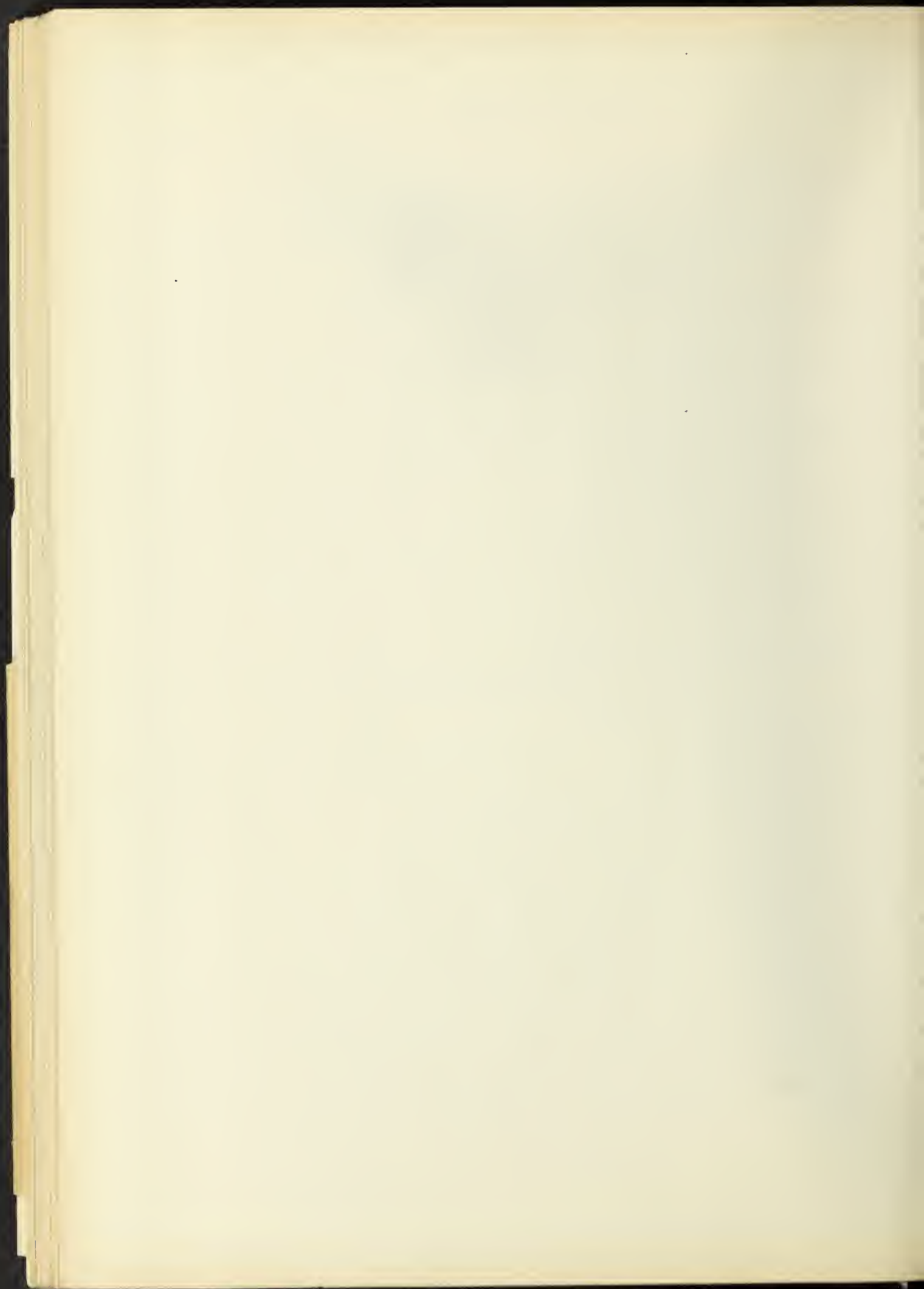
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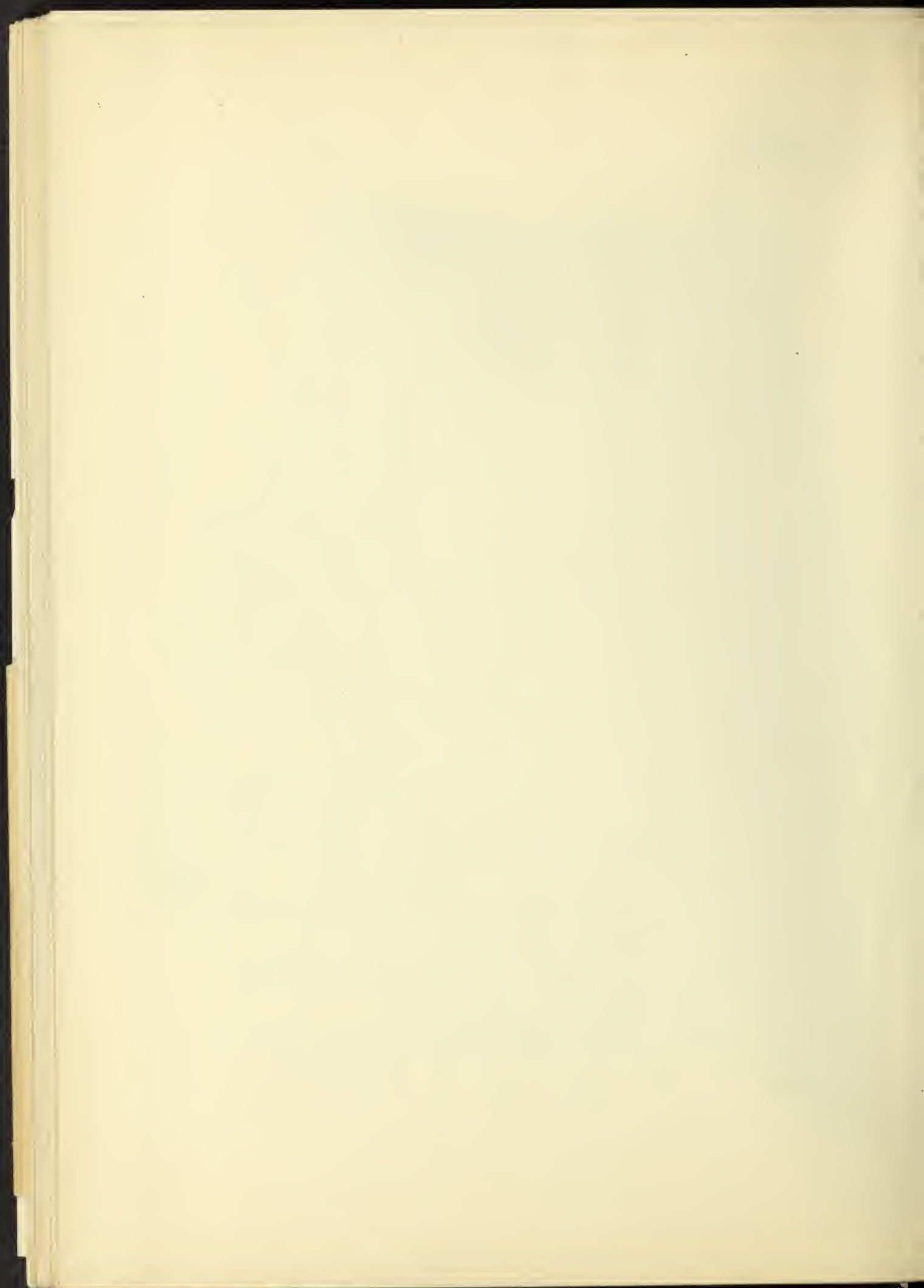
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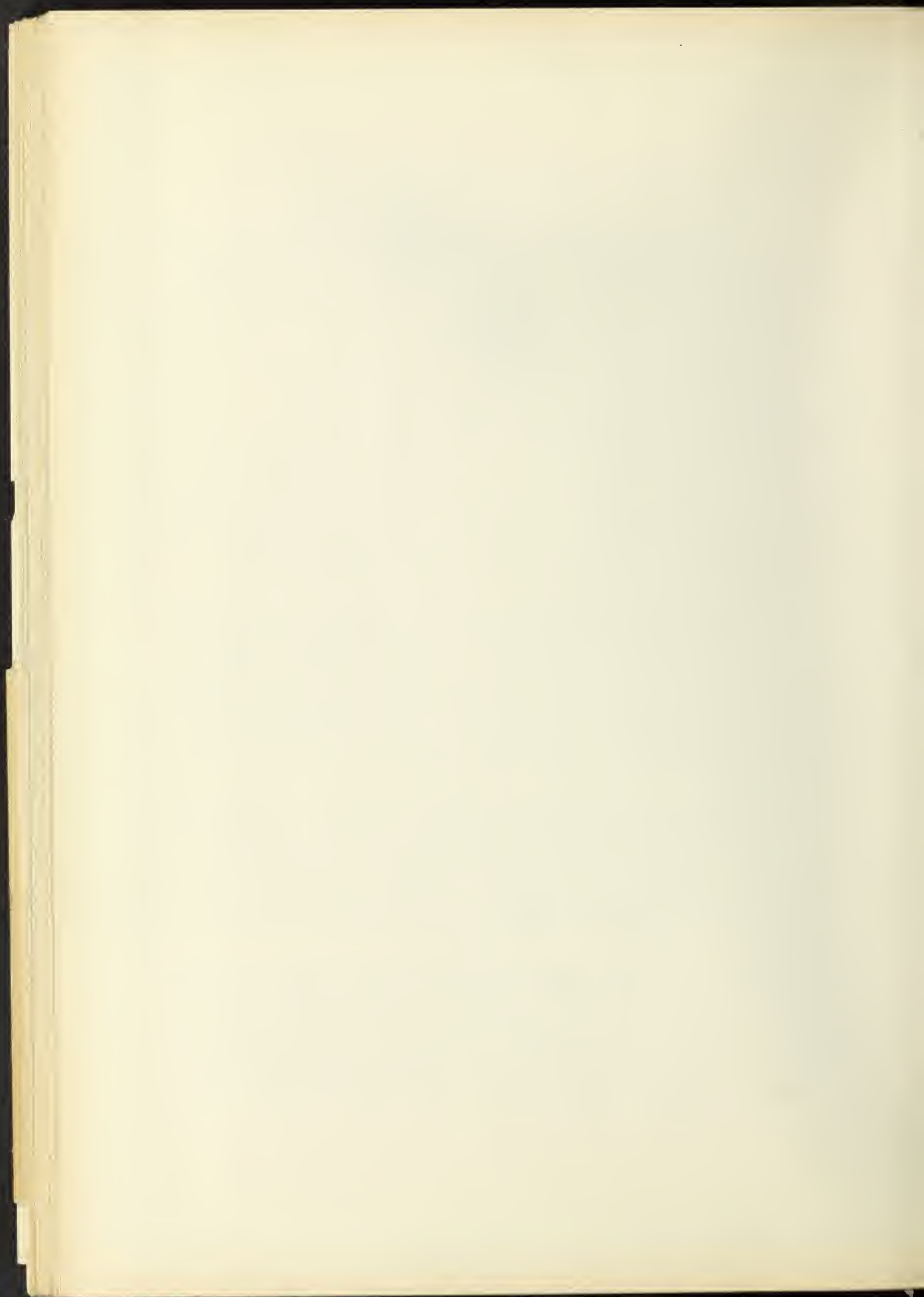
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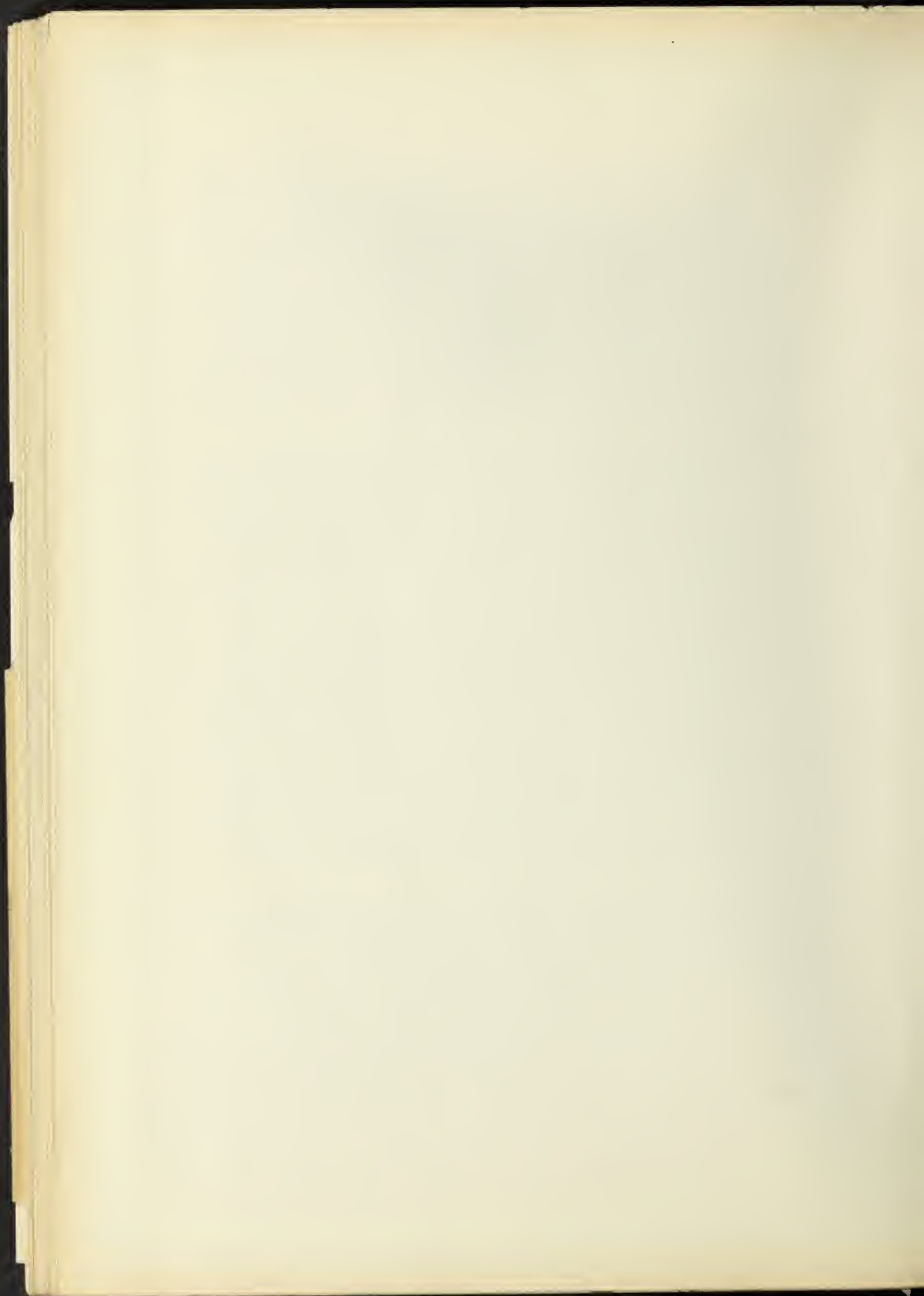


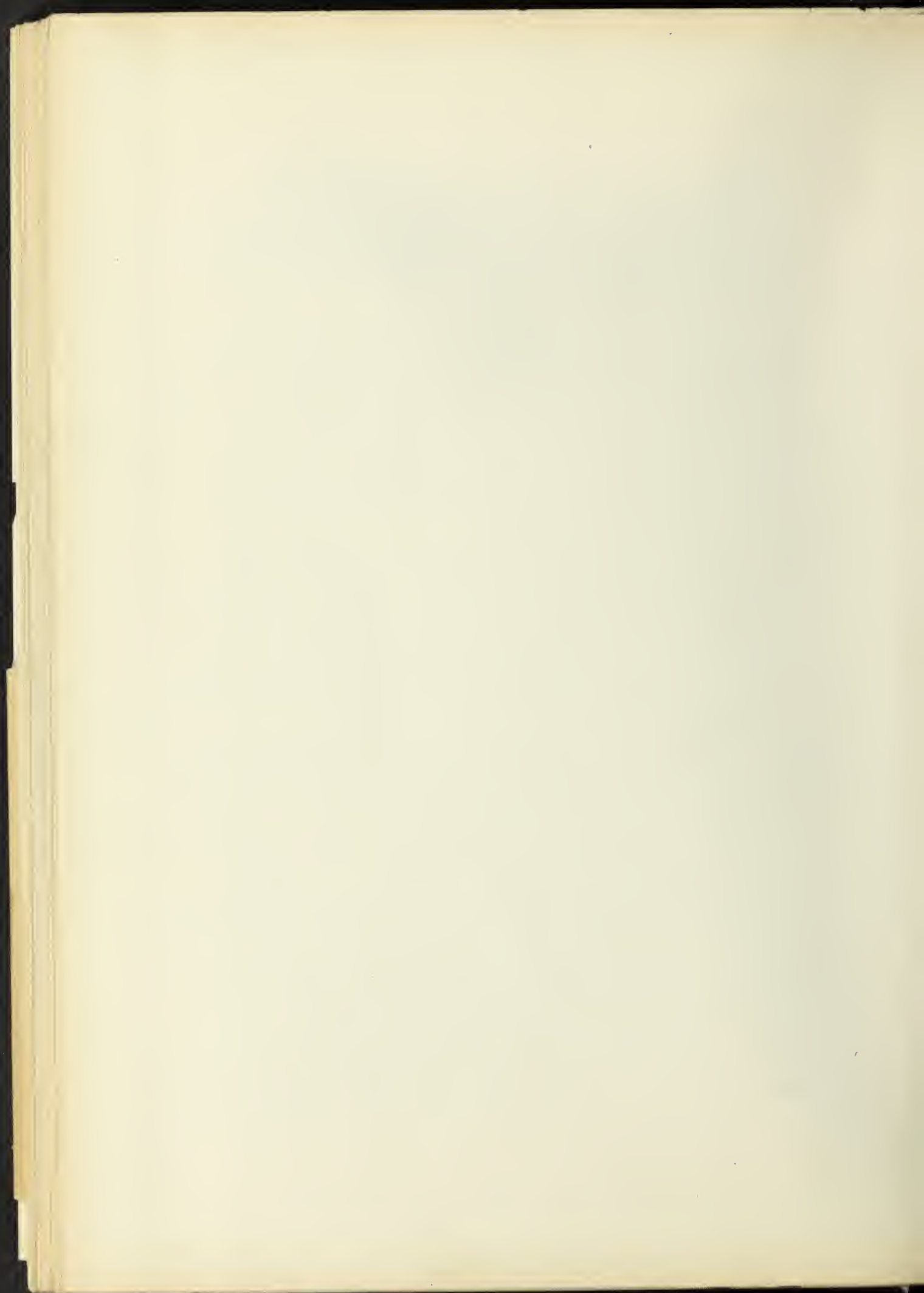
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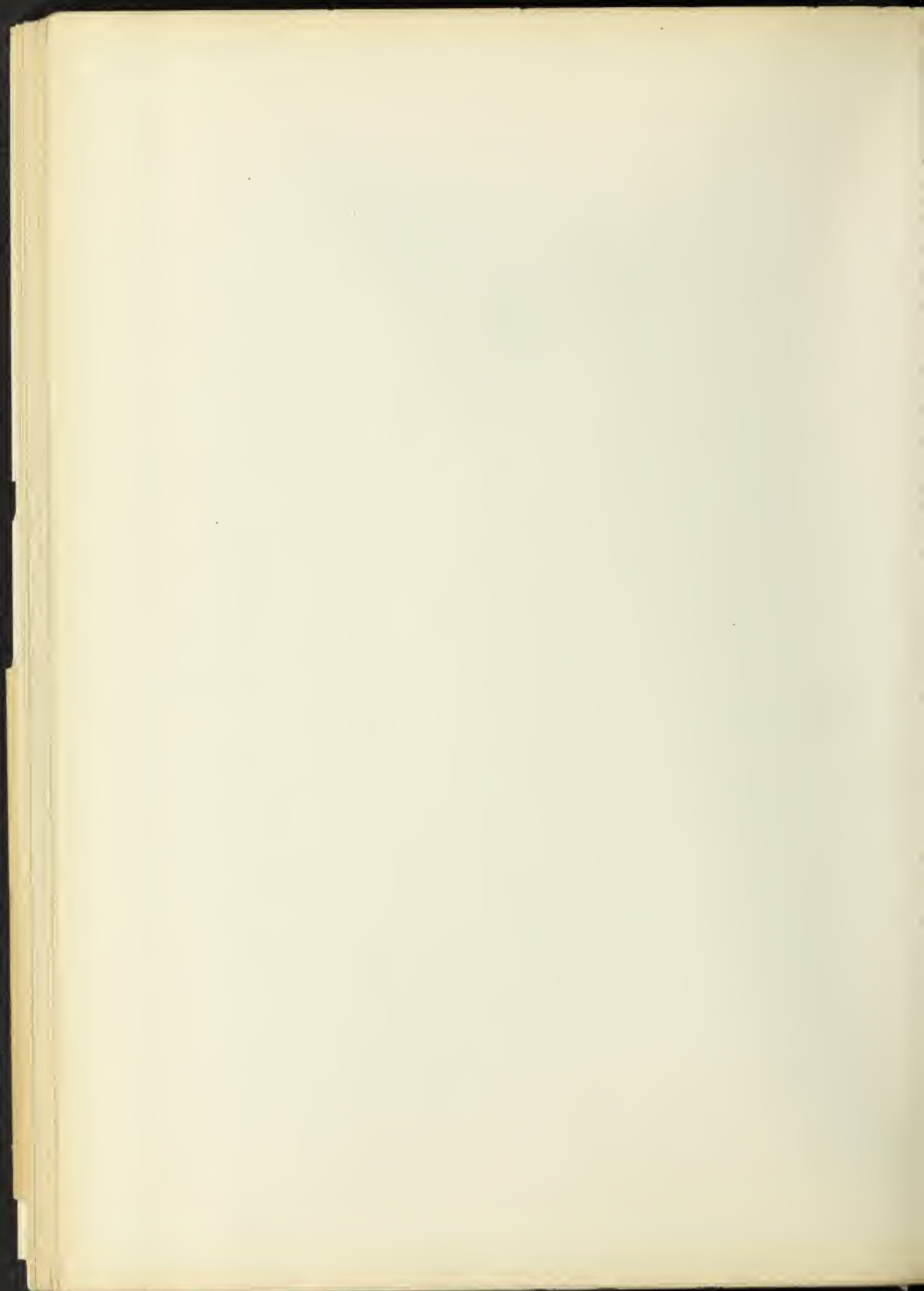
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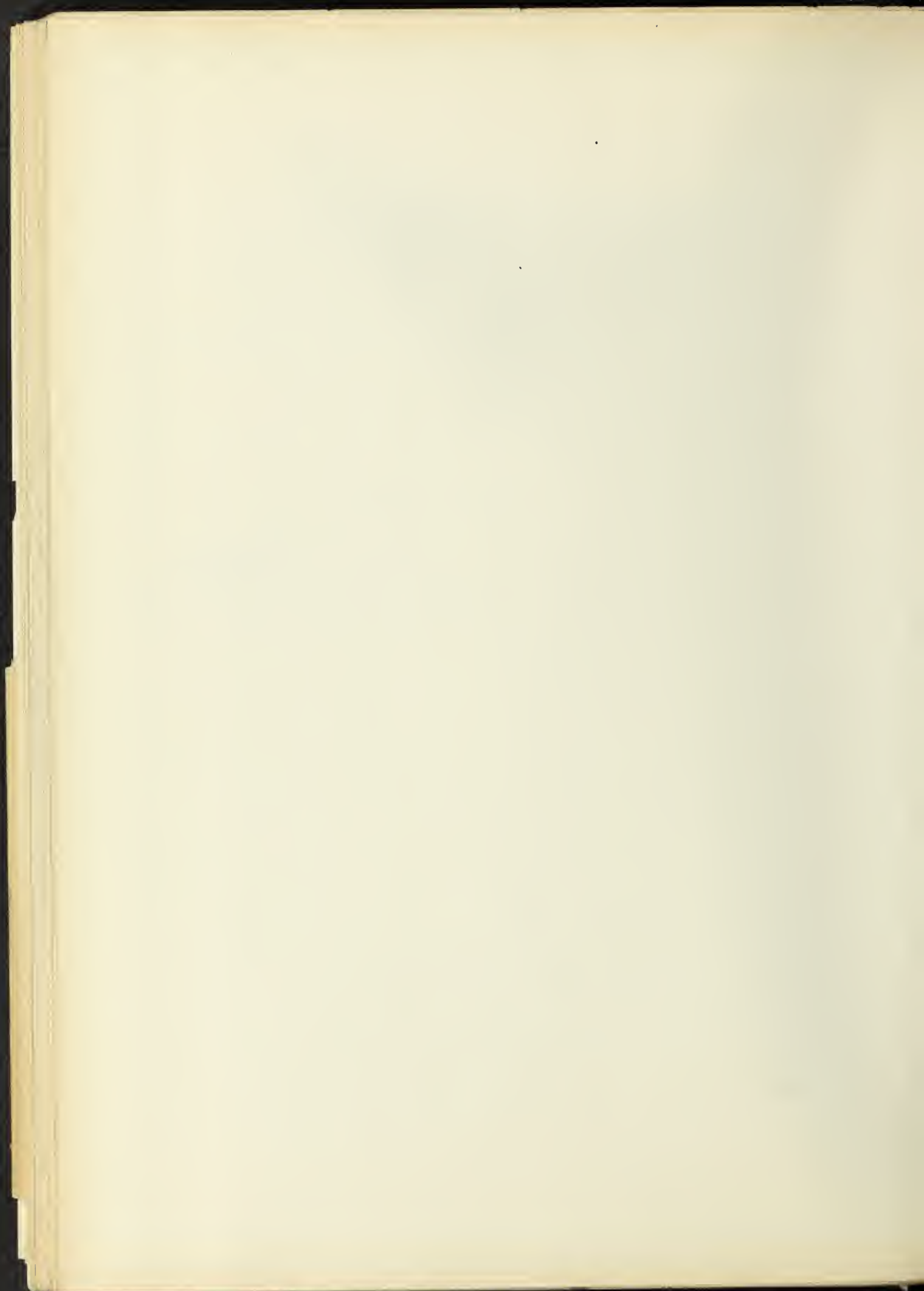


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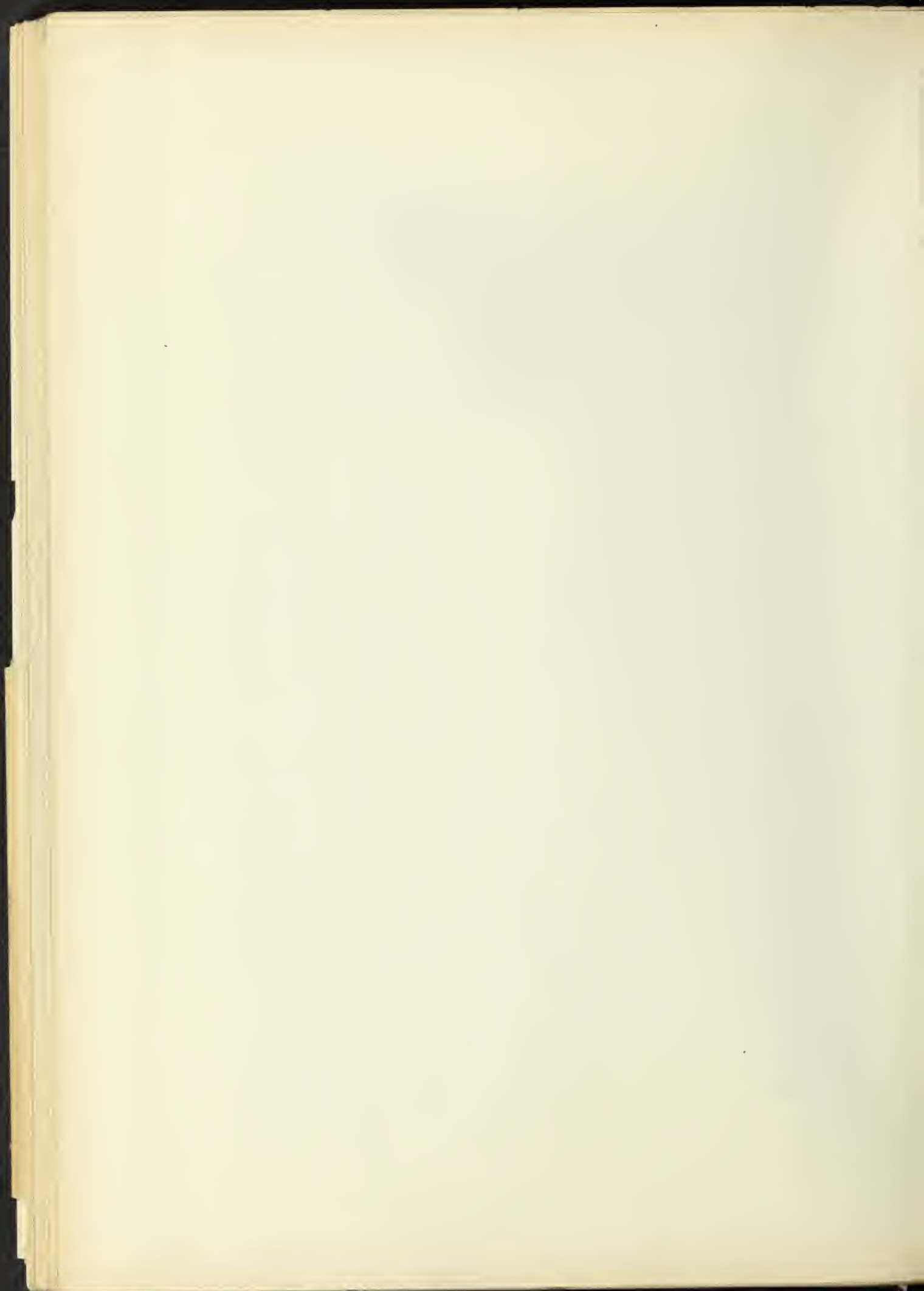
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CHAPTER OF THE NEW YORK



THE HISTORY OF THE UNITED STATES OF AMERICA

BY JAMES M. SMITH

THE HISTORY OF THE UNITED STATES OF AMERICA

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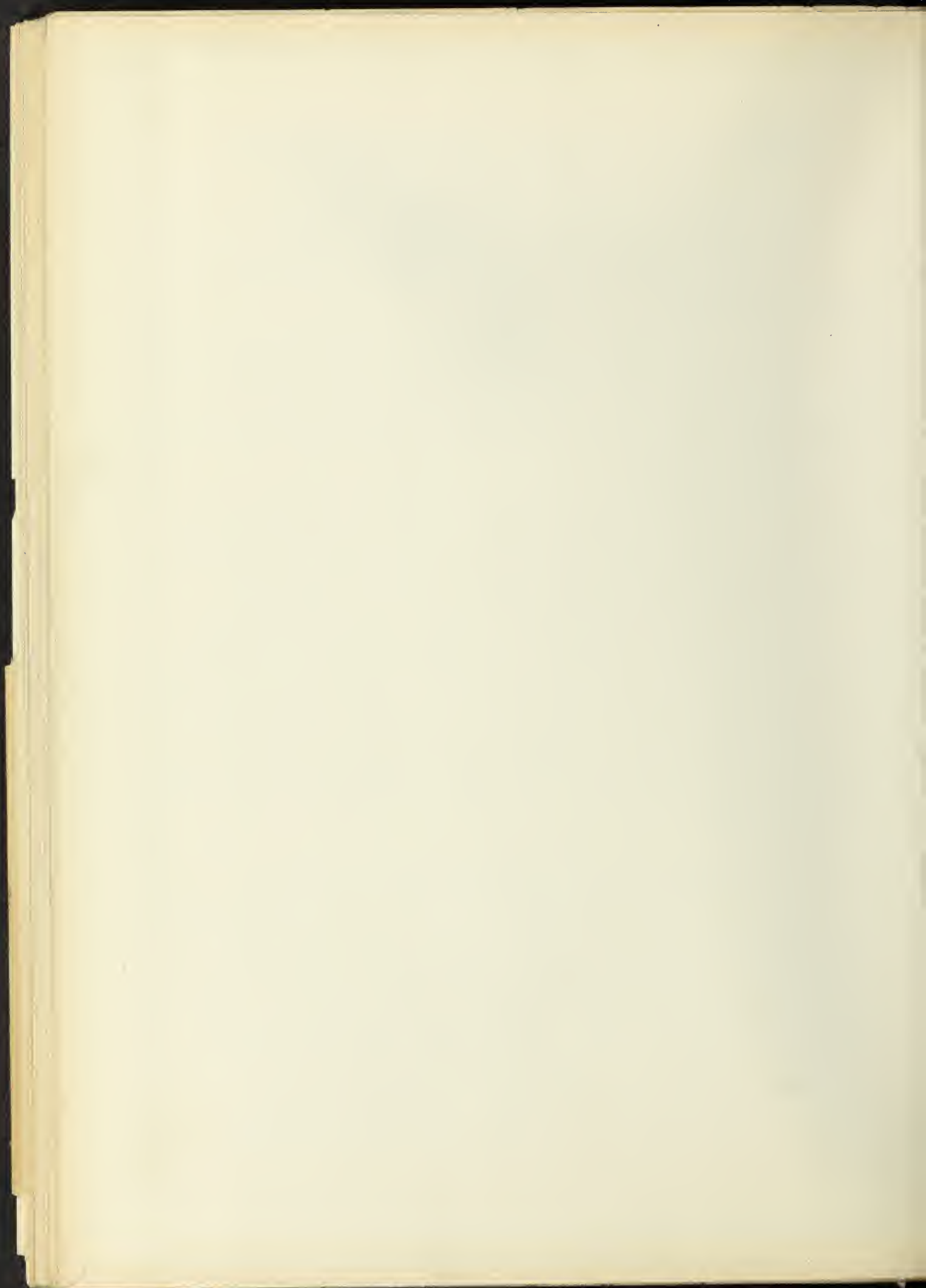
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1. The first principle of the theory of the mind is that the mind is a faculty of knowledge. It is a faculty of knowledge in the sense that it is a faculty of knowing things. It is a faculty of knowledge in the sense that it is a faculty of knowing things. It is a faculty of knowledge in the sense that it is a faculty of knowing things.

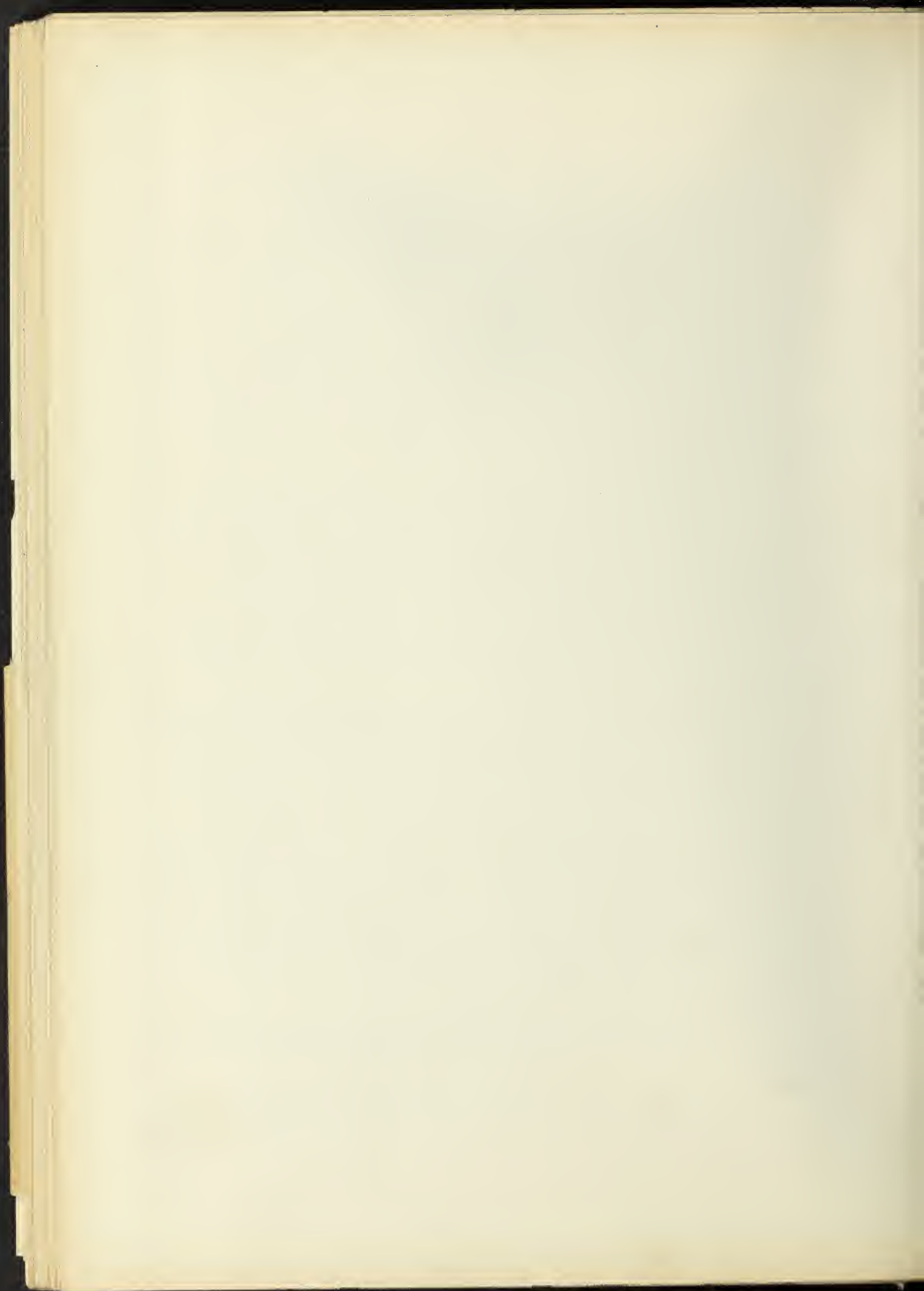
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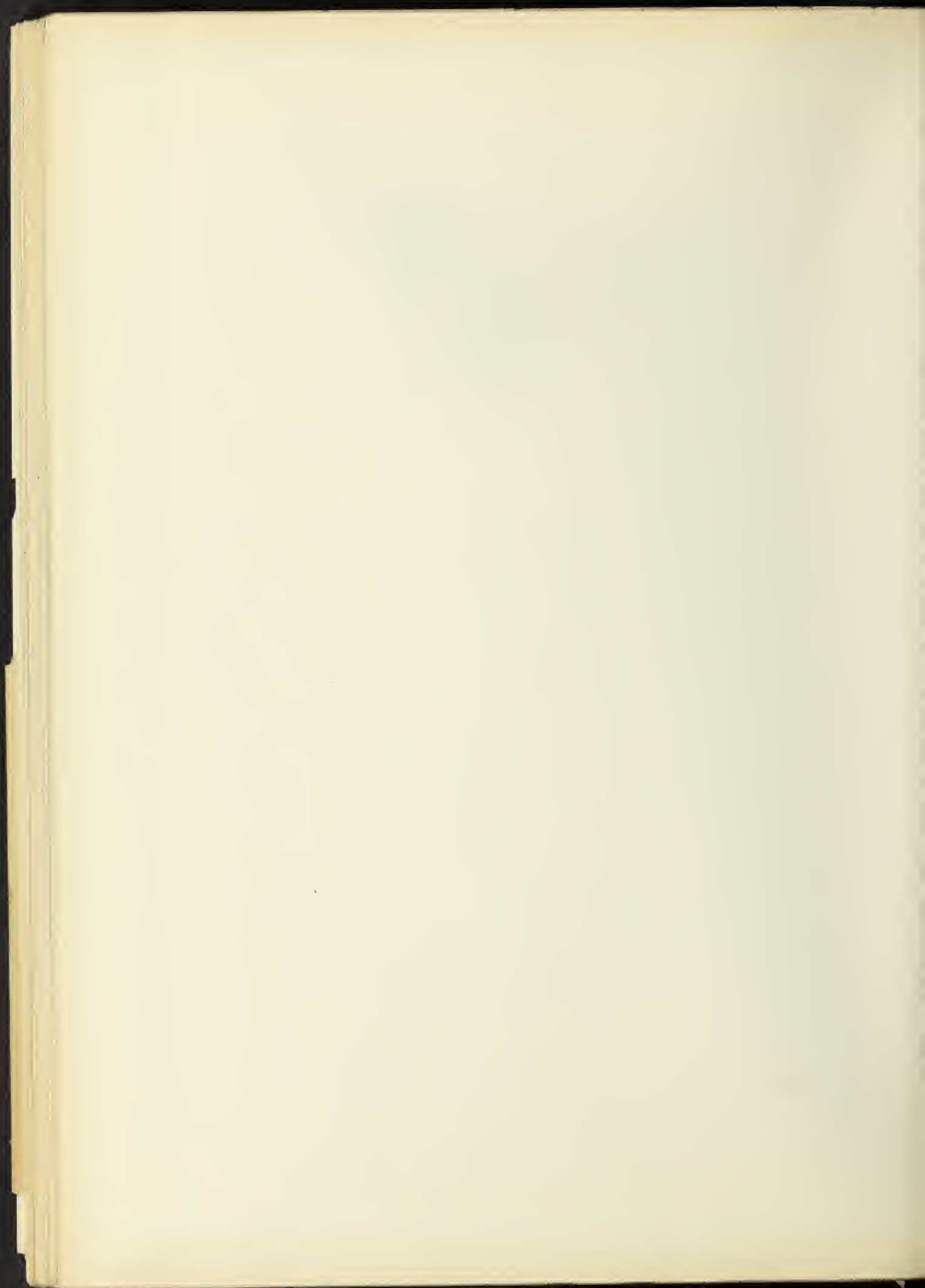


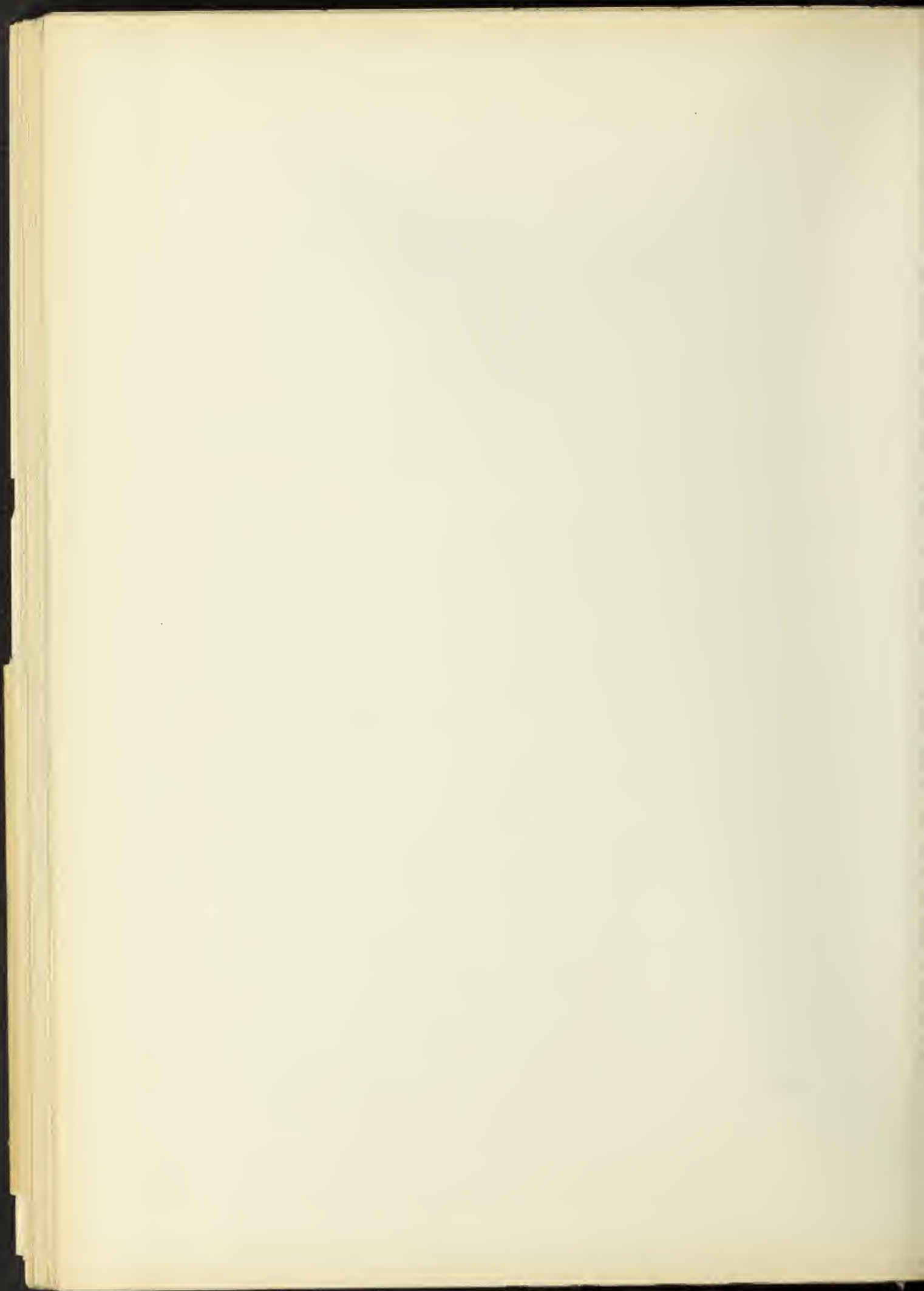
The first thing I noticed when I stepped out
of the car was the smell of the sea. It was
a salty, fresh scent that I had never before.
The sun was shining brightly, and the water
was a deep, vibrant blue. I had heard that
the weather was perfect, and now I knew why.
The temperature was just what I needed.

I had heard that the beach was beautiful, and
now I saw it. The sand was soft and white,
and the waves were gentle. I had heard that
the food was good, and now I knew why.
The chef was a local, and he had a special
recipe. The food was delicious, and I had
heard that the service was excellent. Now I
knew why. The waiter was friendly and
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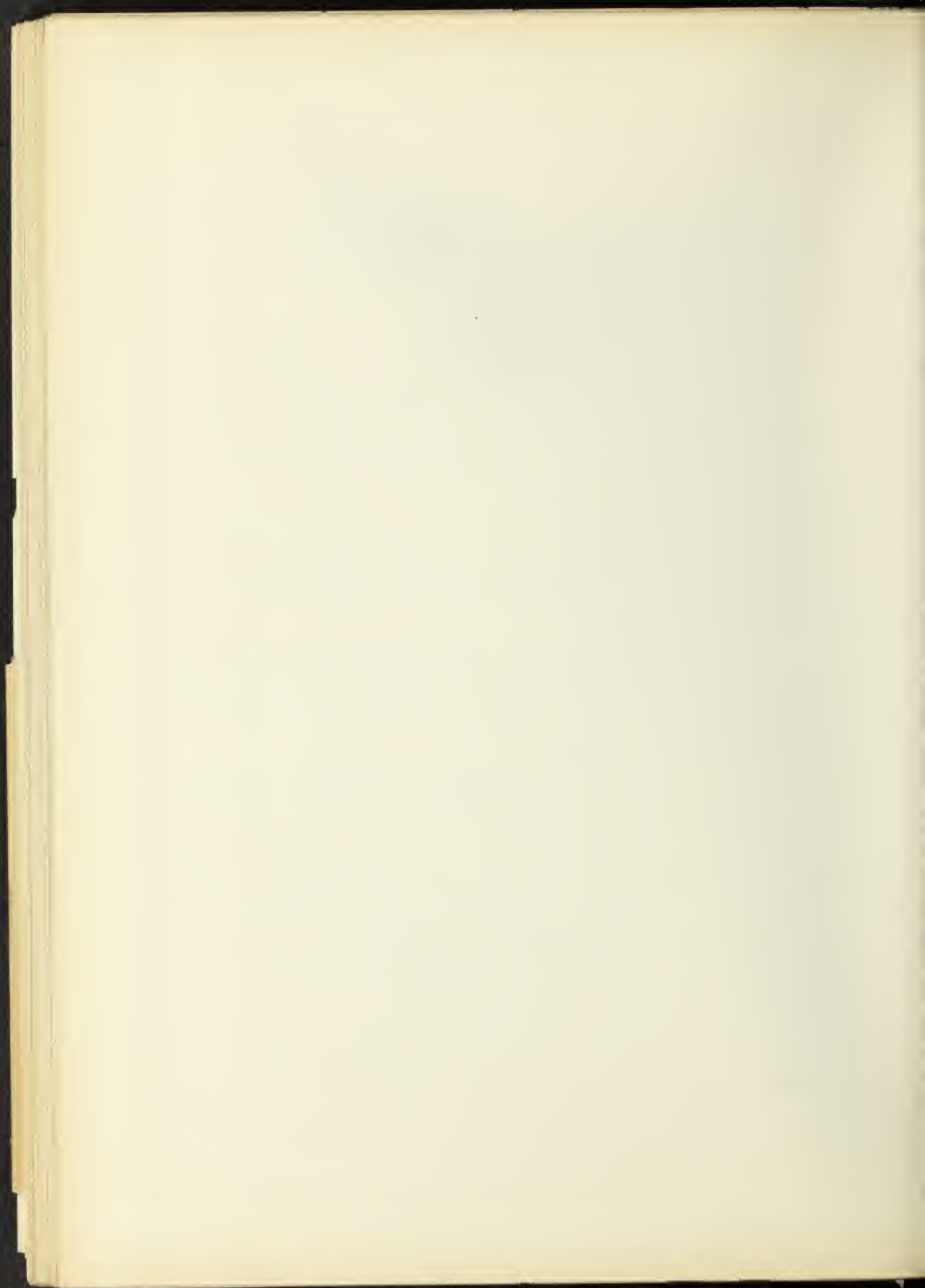
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I am sure that the people of the United States will
 sympathize with the people of the South who are
 struggling for the right to be treated as free men.
 I am sure that the people of the North will stand
 by the people of the South who are struggling for
 the right to be treated as free men.

The United States is a free country. It is a country
 where every man is free to live as he chooses.
 It is a country where every man is free to work
 for the good of his country.

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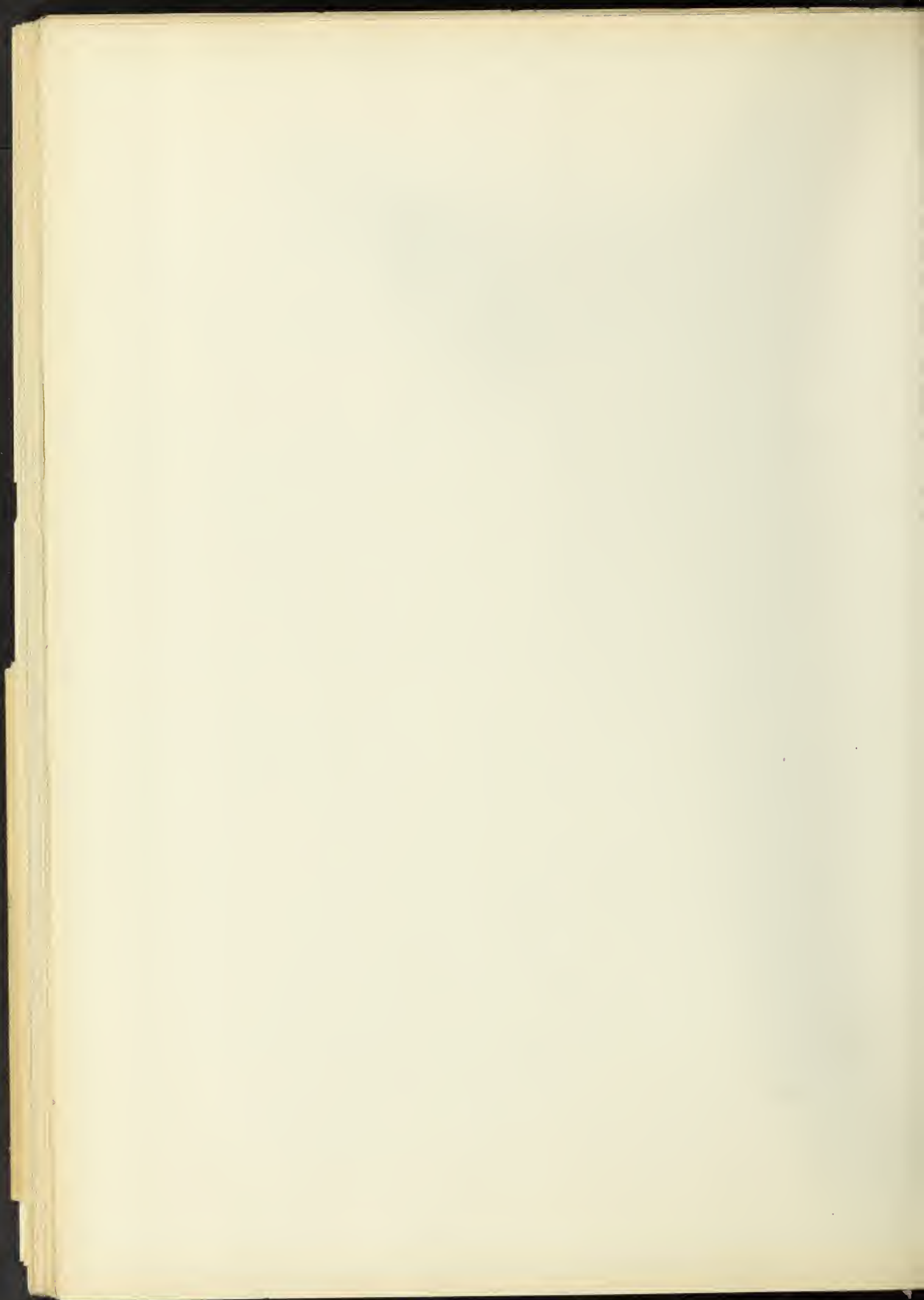
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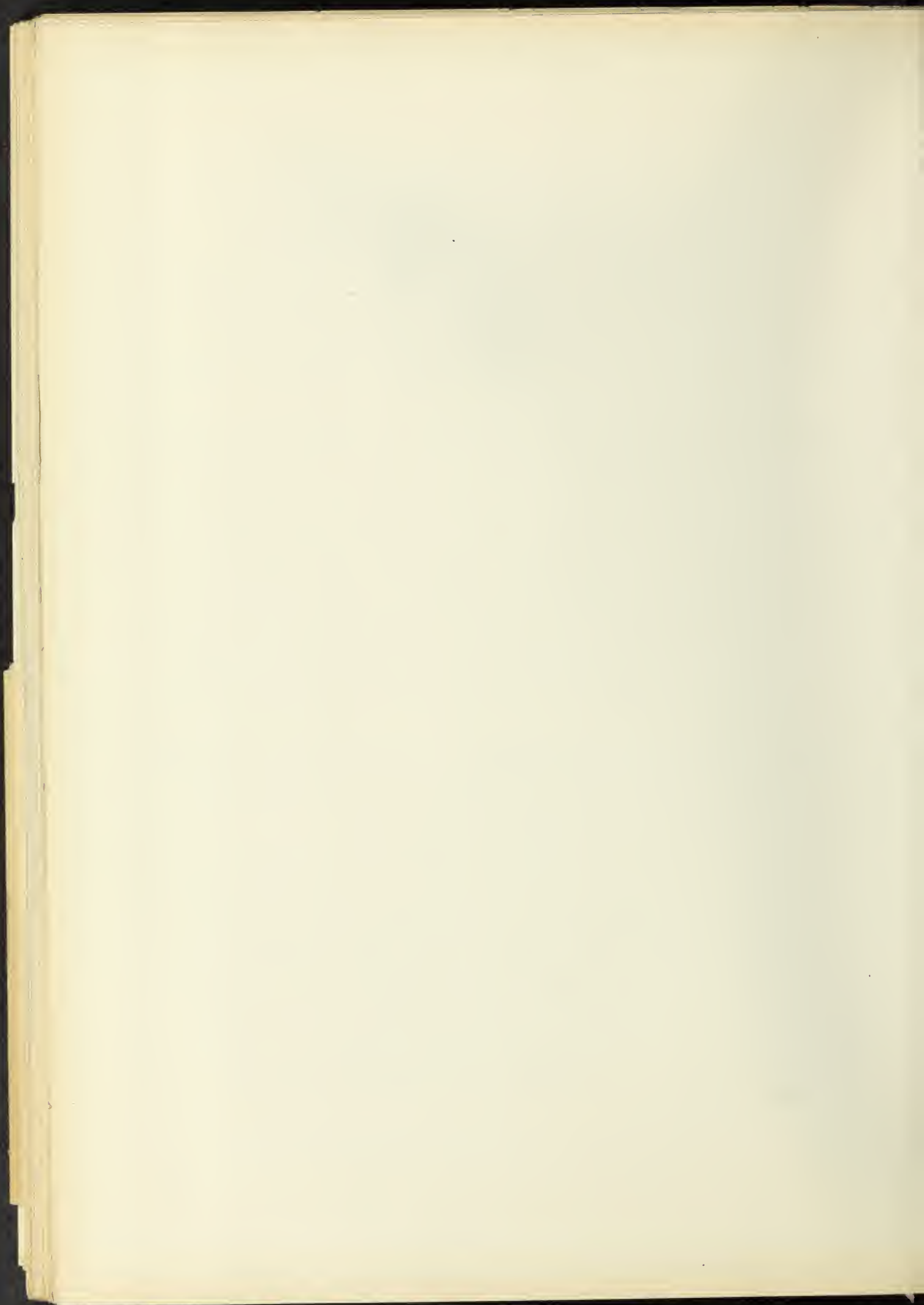
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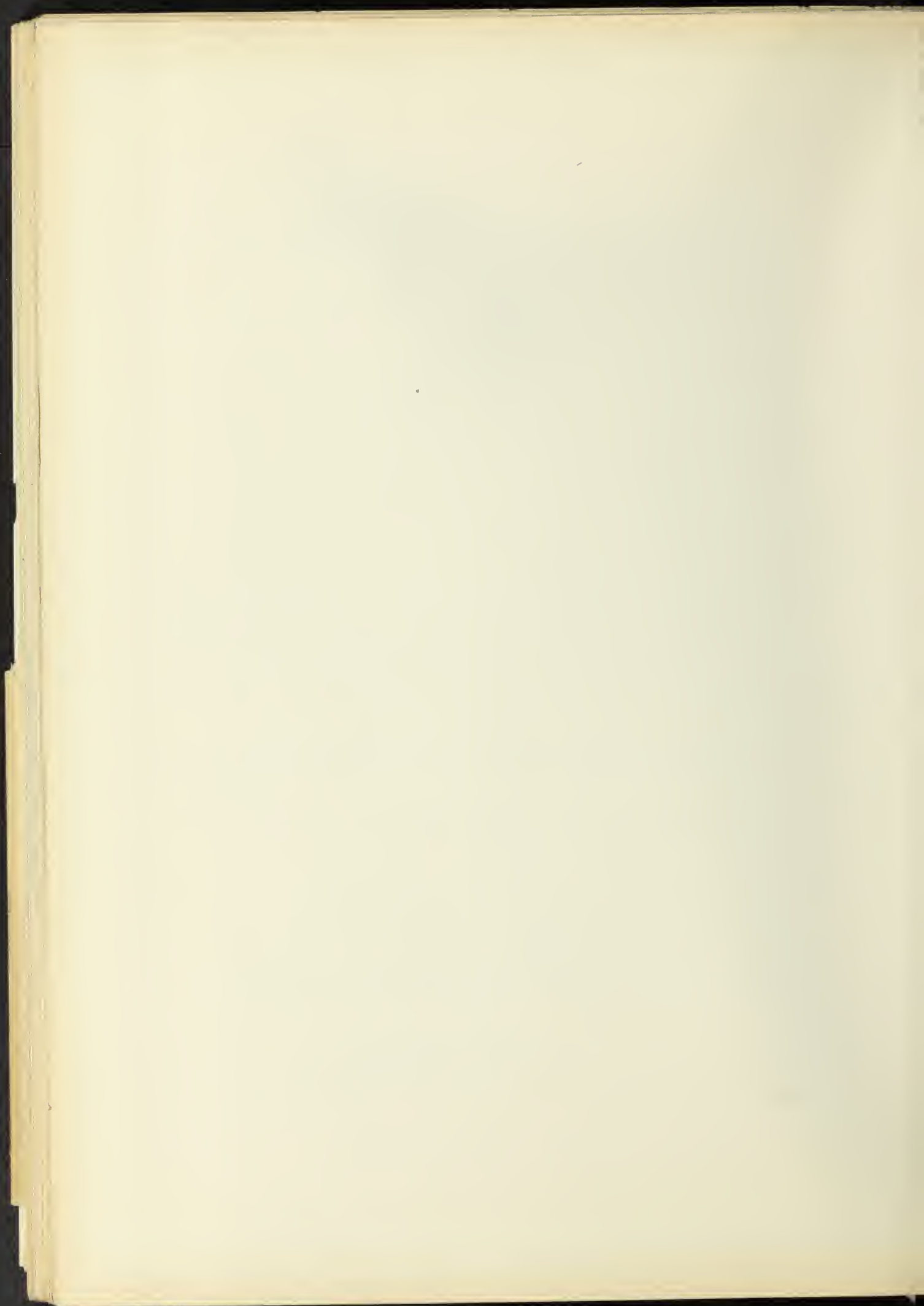
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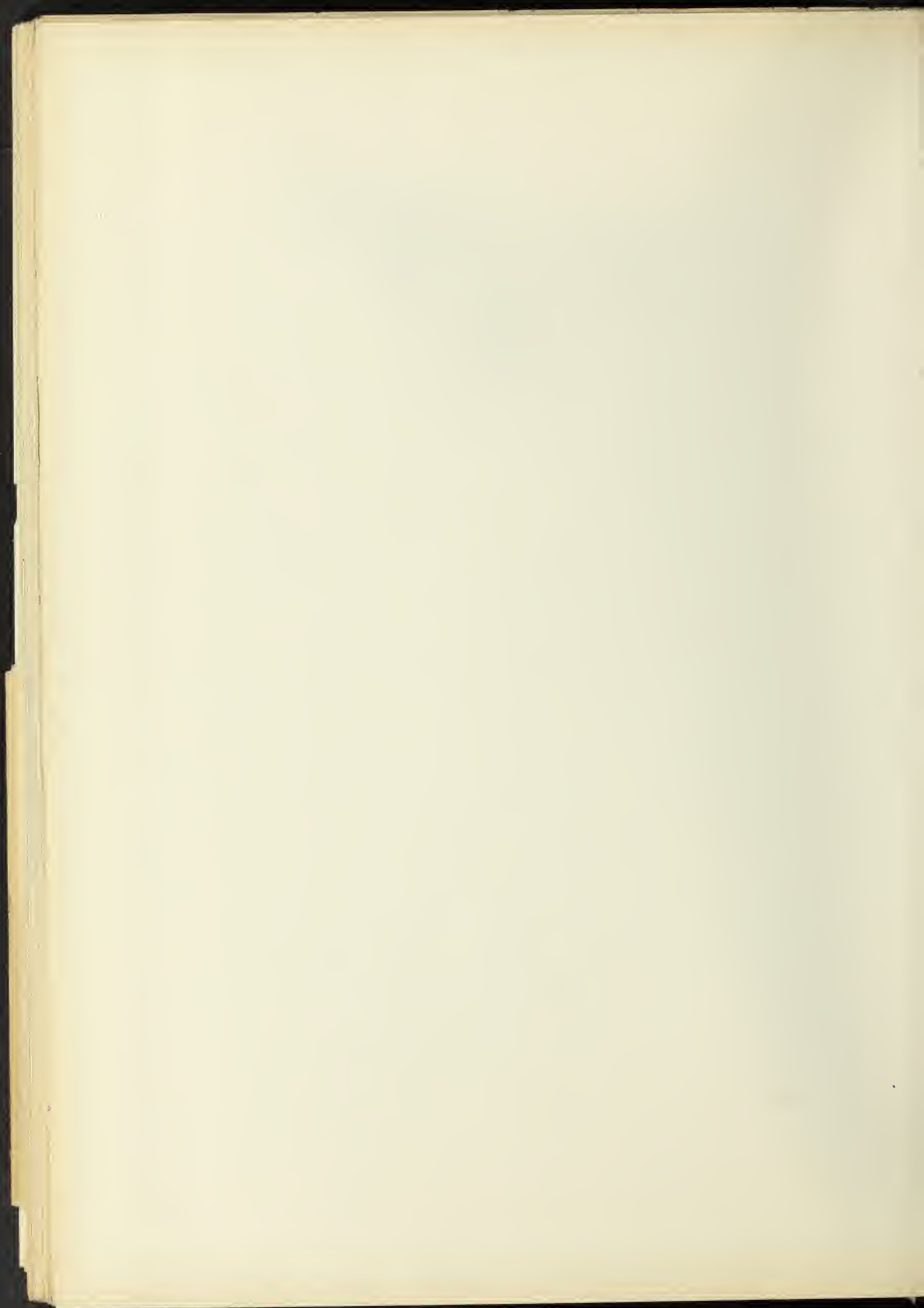
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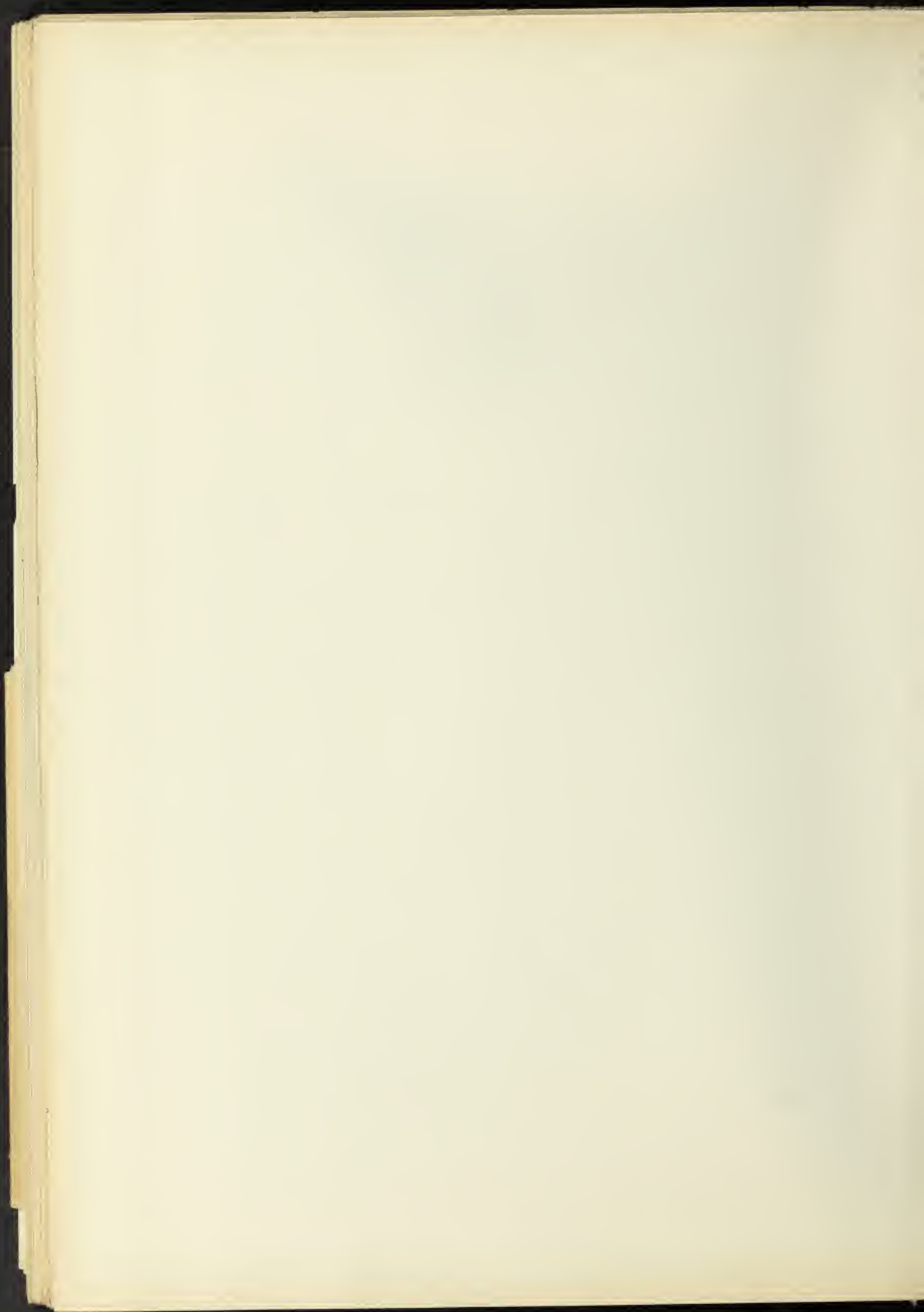
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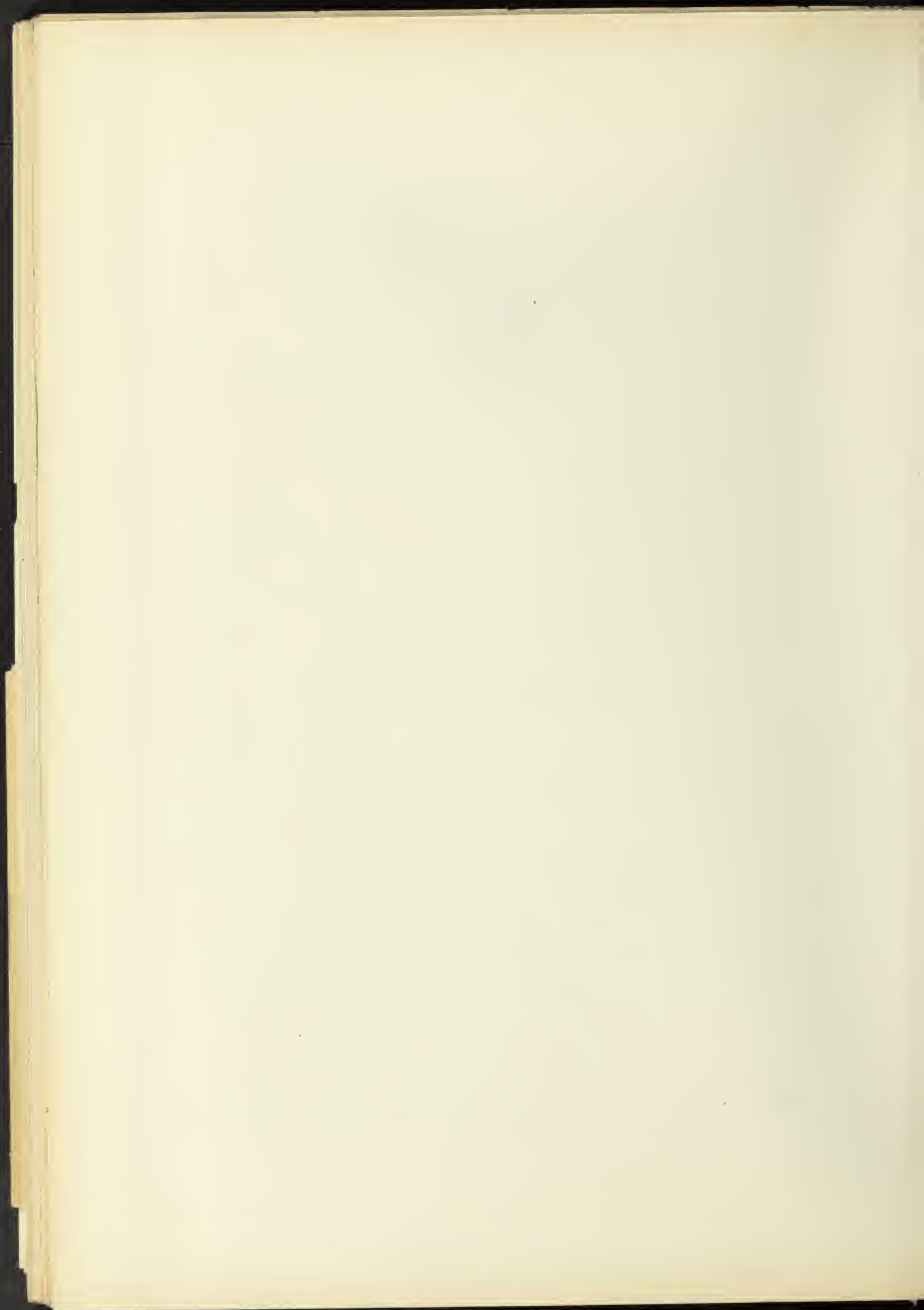


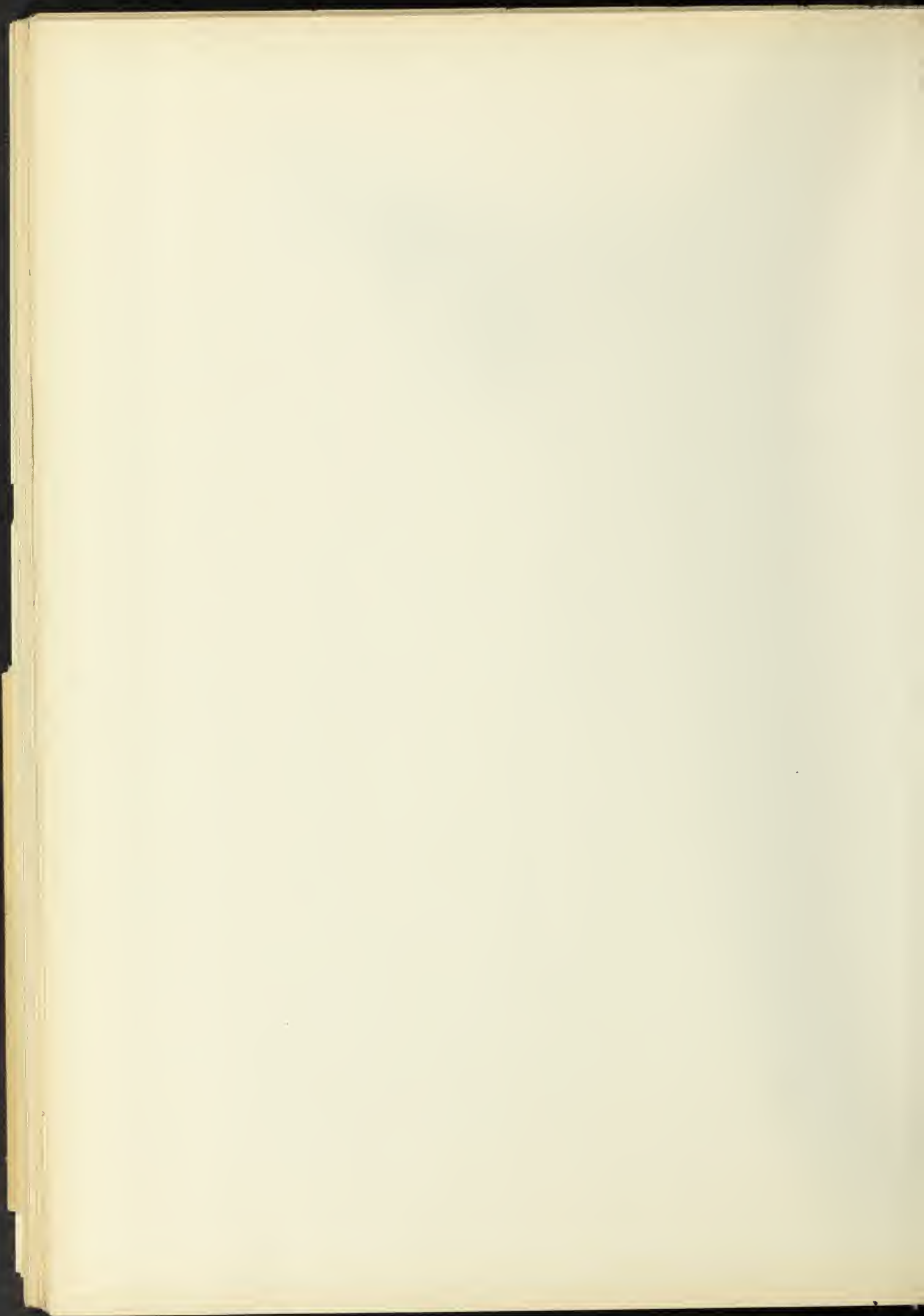


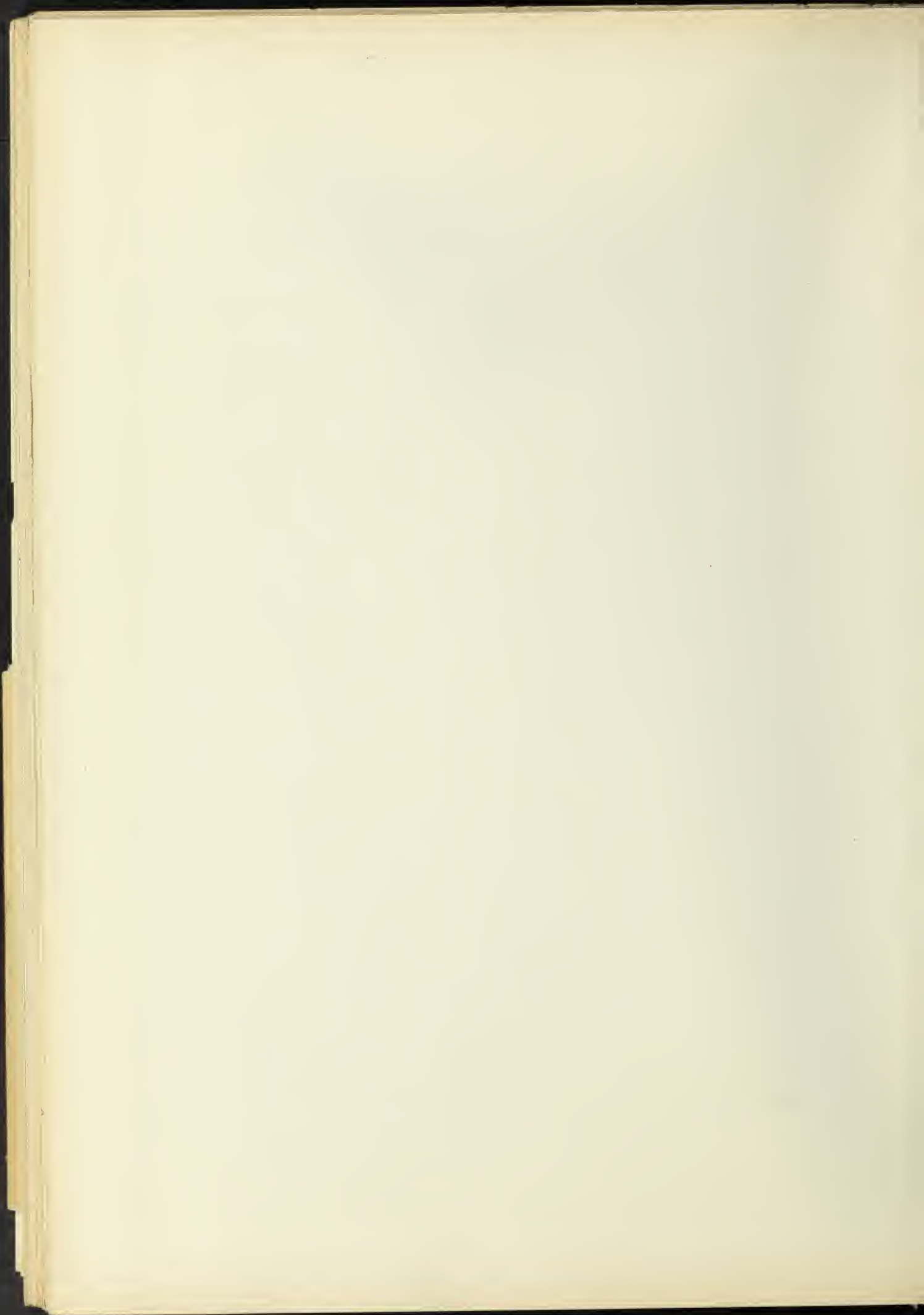


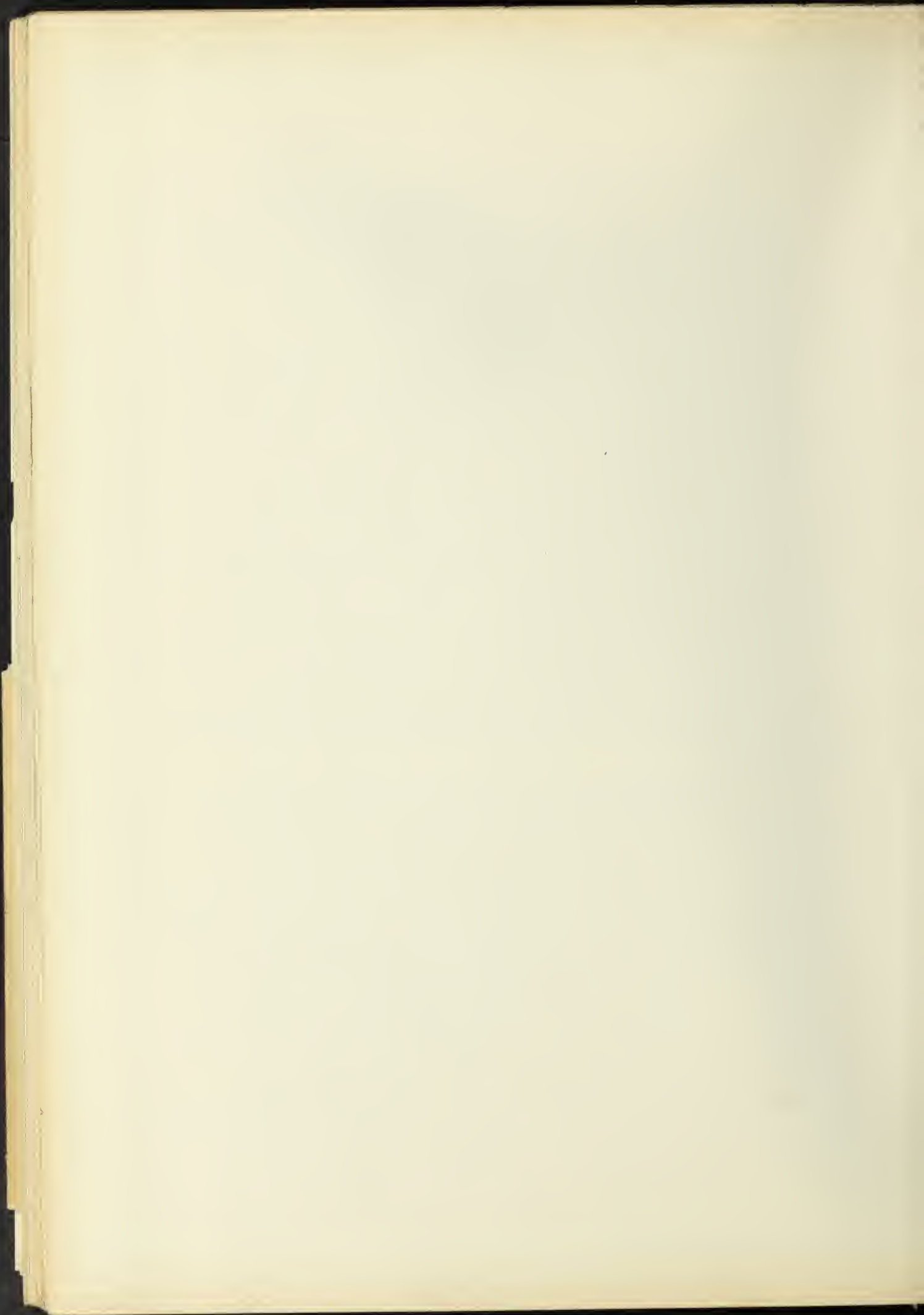


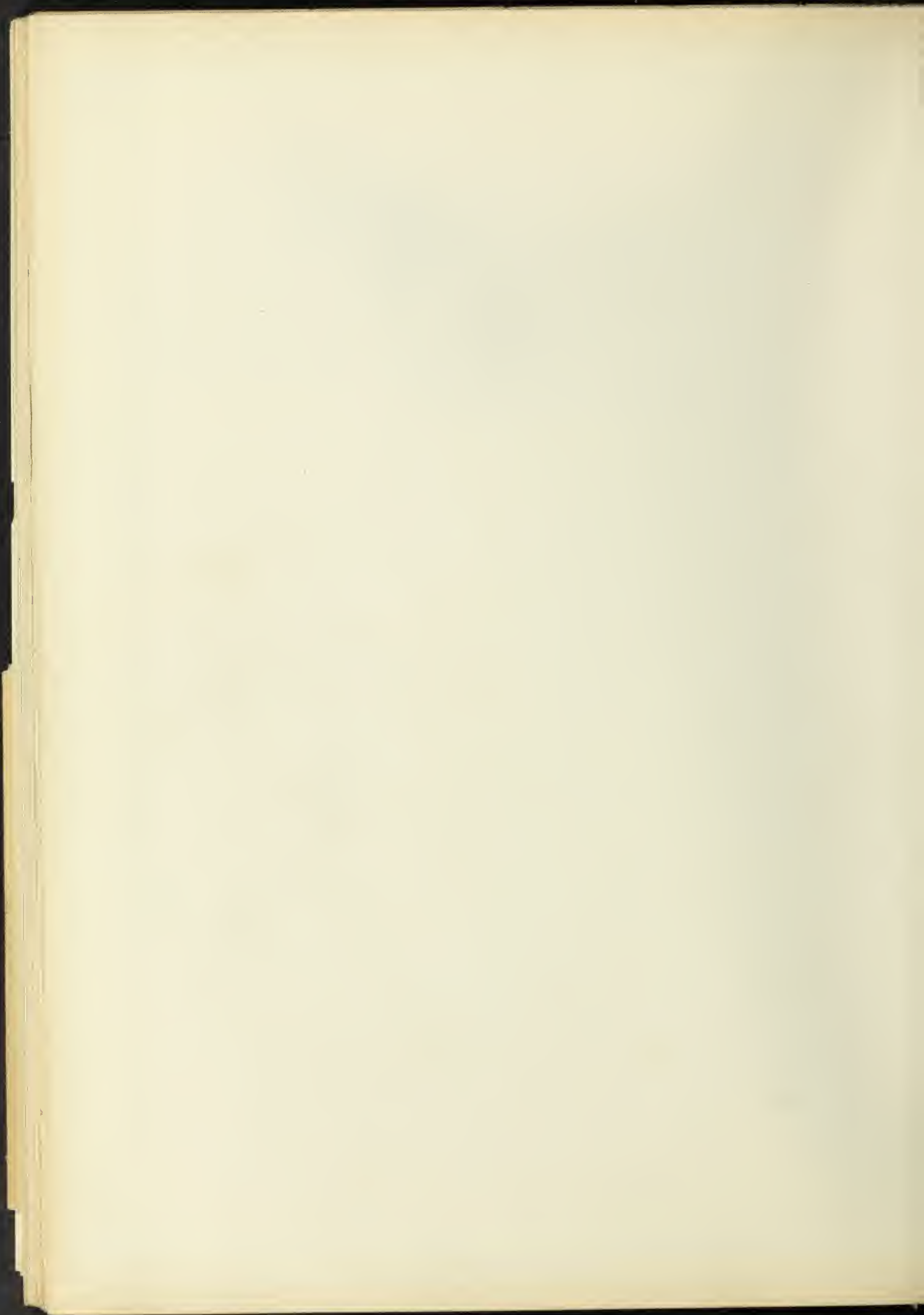




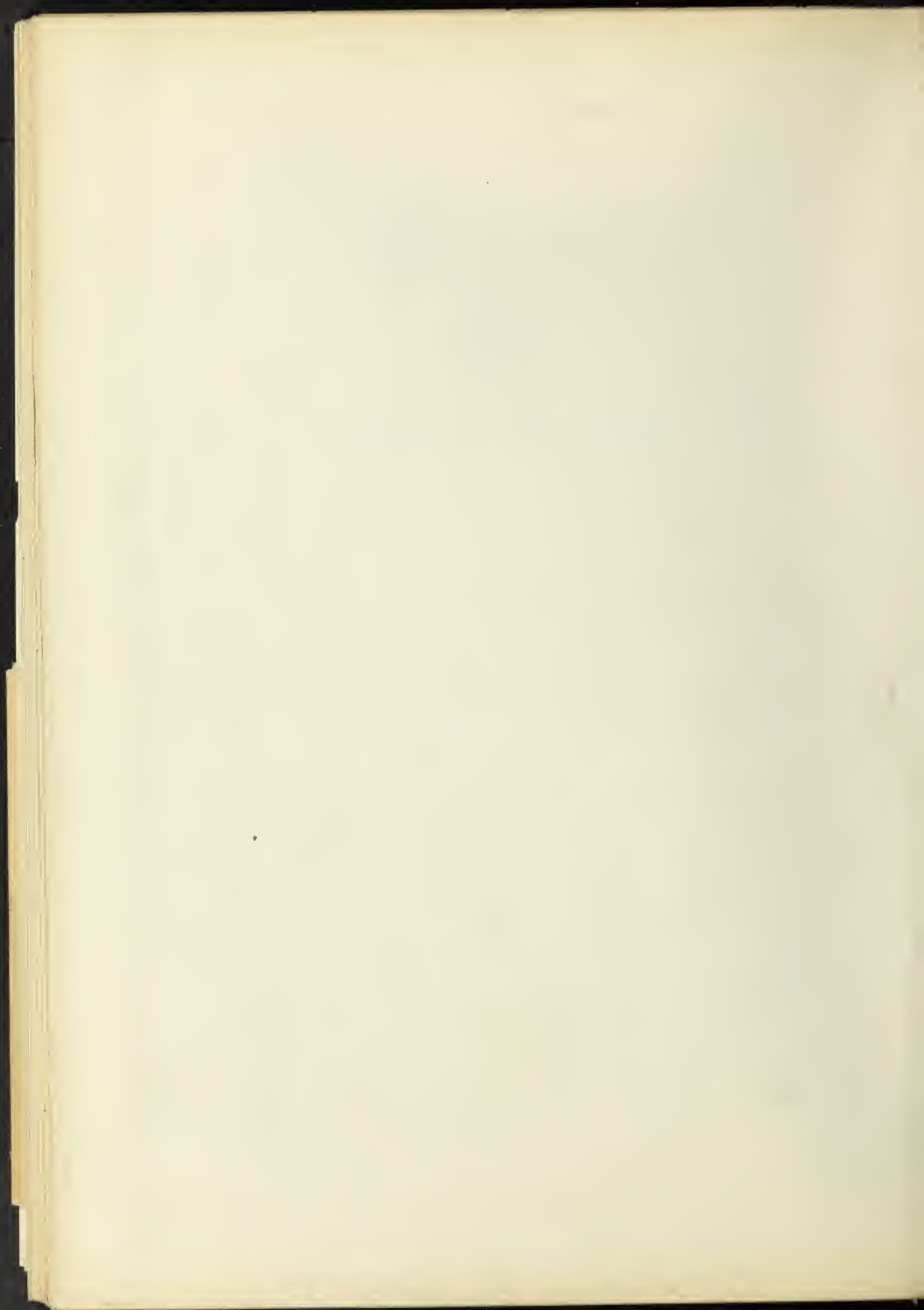


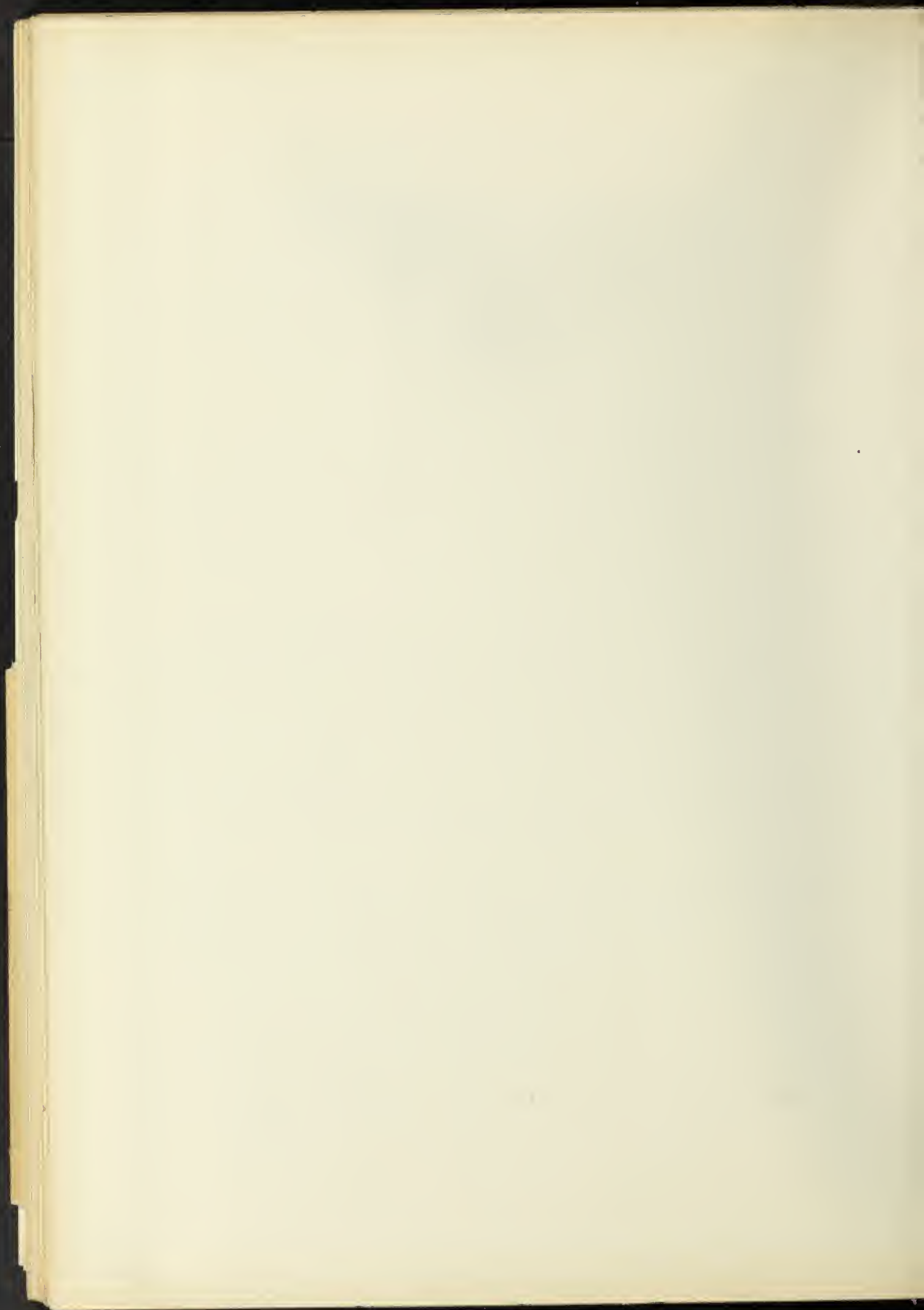






ALPHABETIC - SUBJECT INDEX





THE HISTORY OF THE
CITY OF BOSTON

FROM 1630 TO 1800

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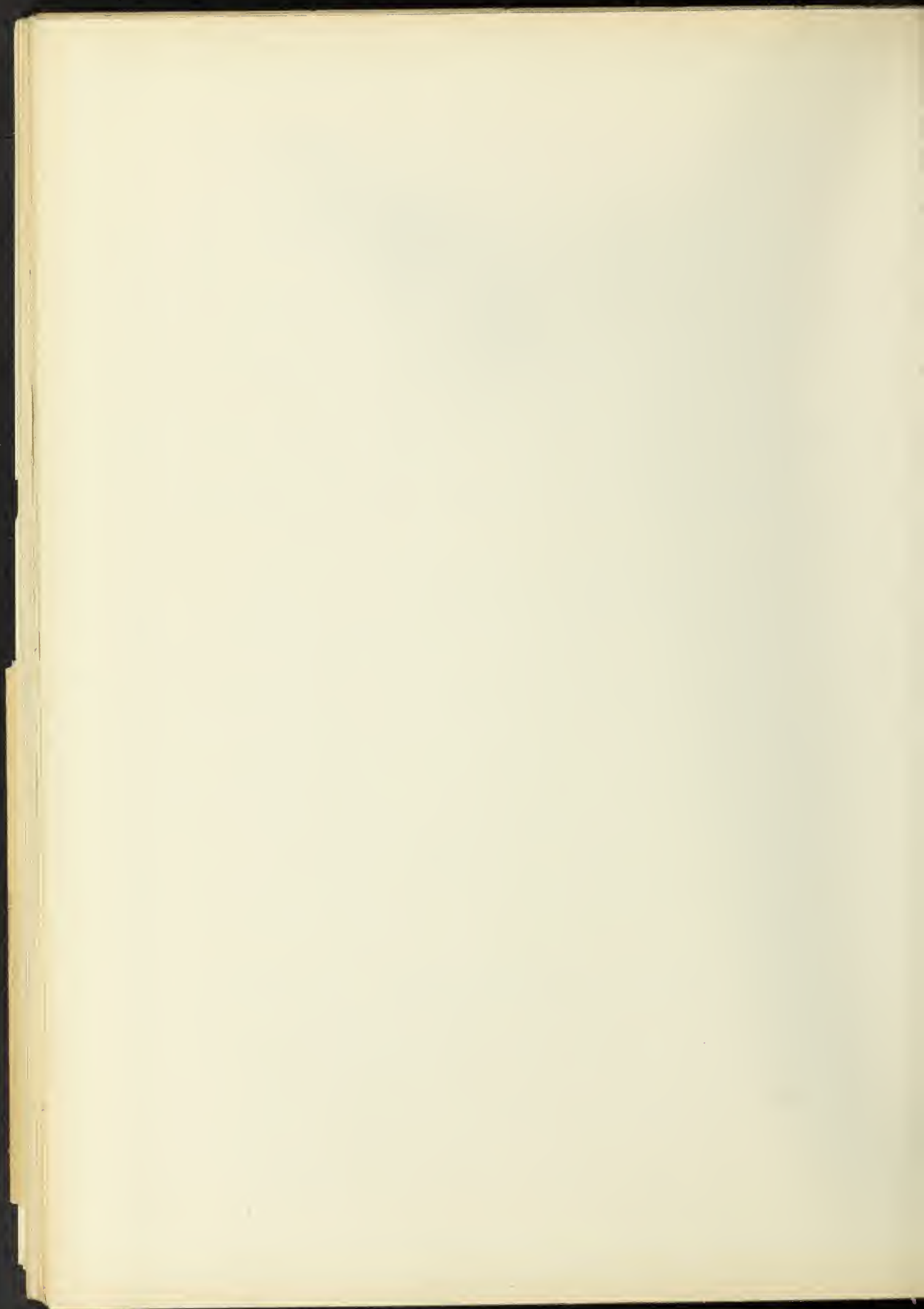
FROM 1630 TO 1800

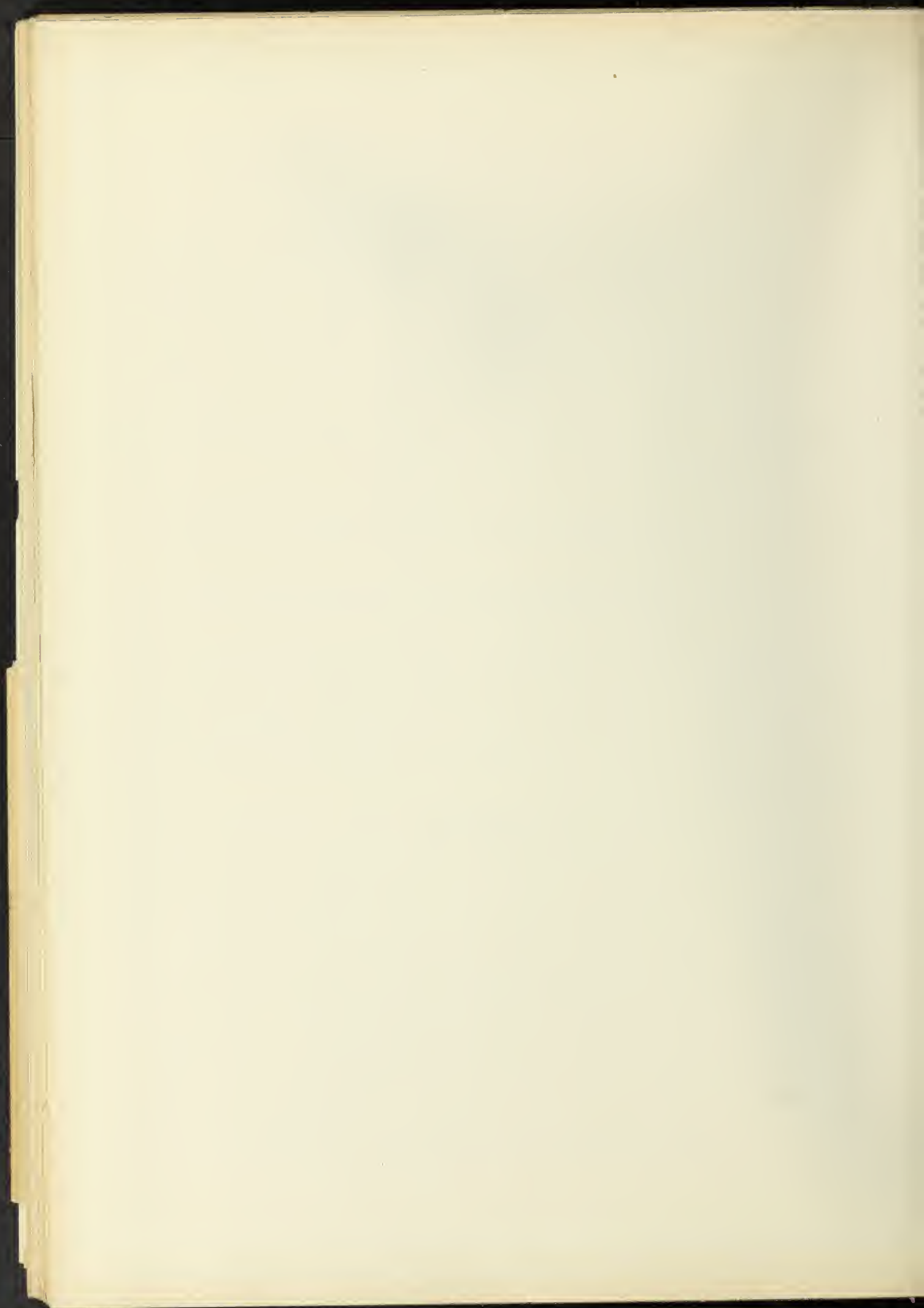
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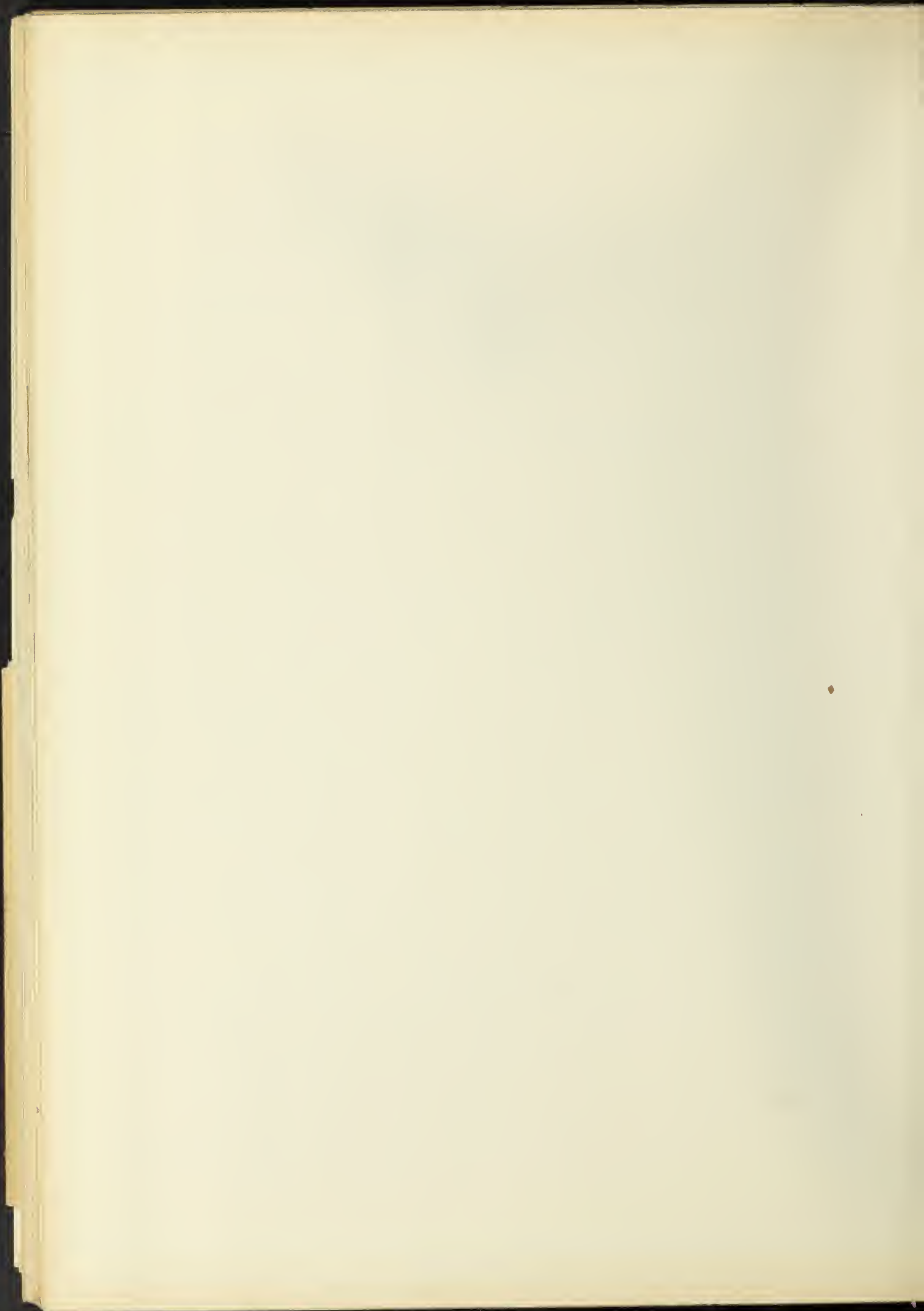
THE HISTORY OF THE CITY OF BOSTON

FROM 1630 TO 1800

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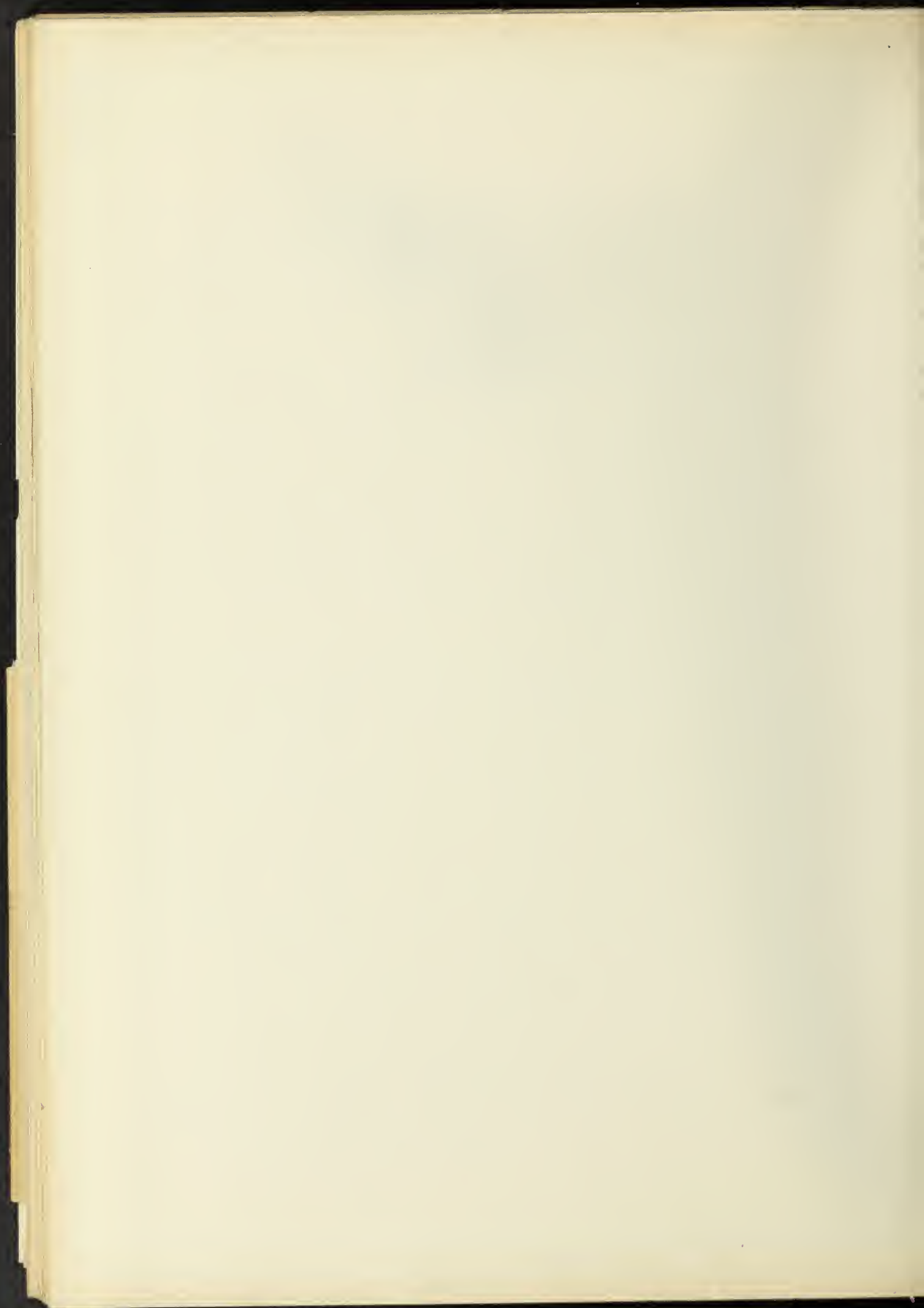
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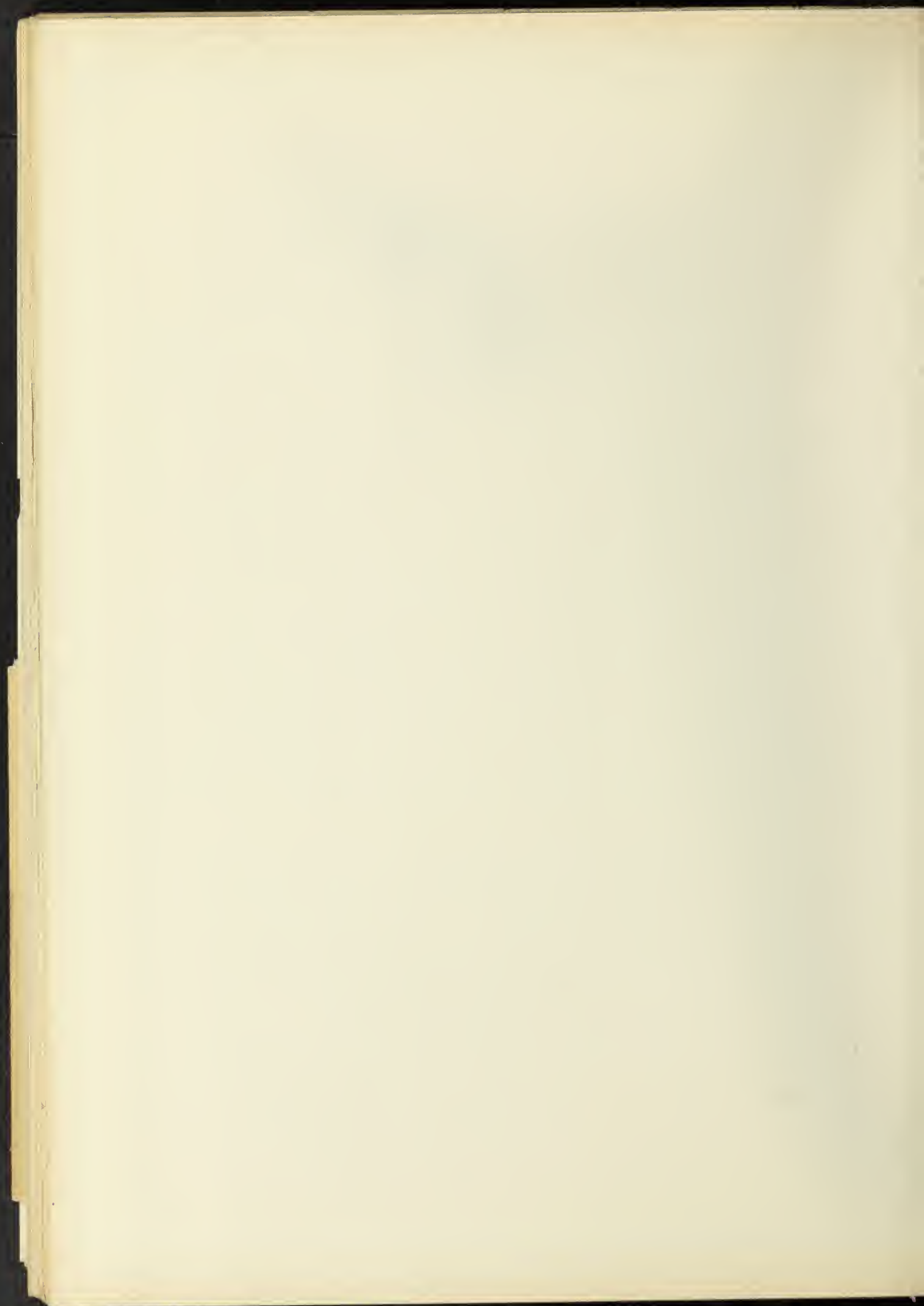
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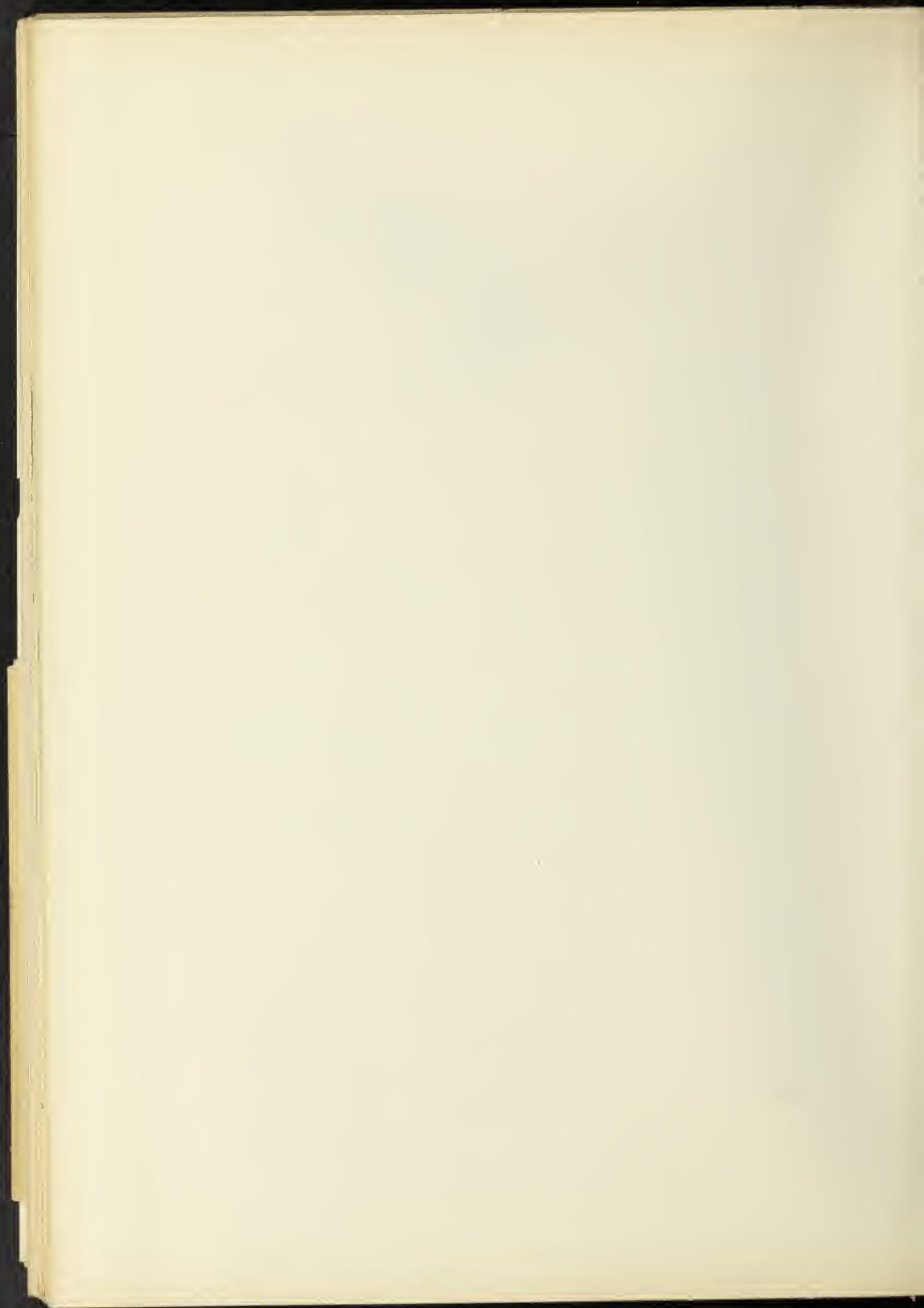
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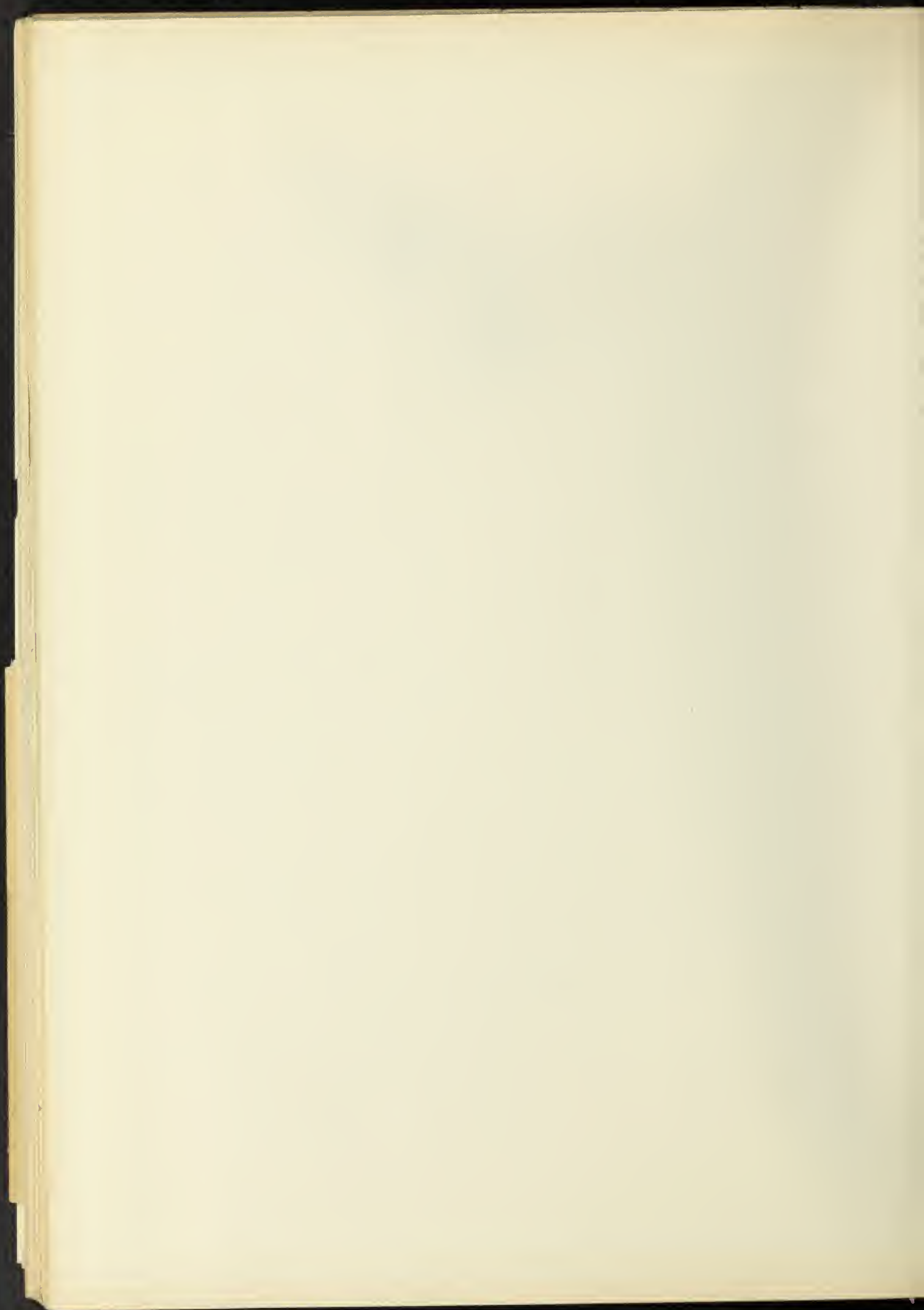
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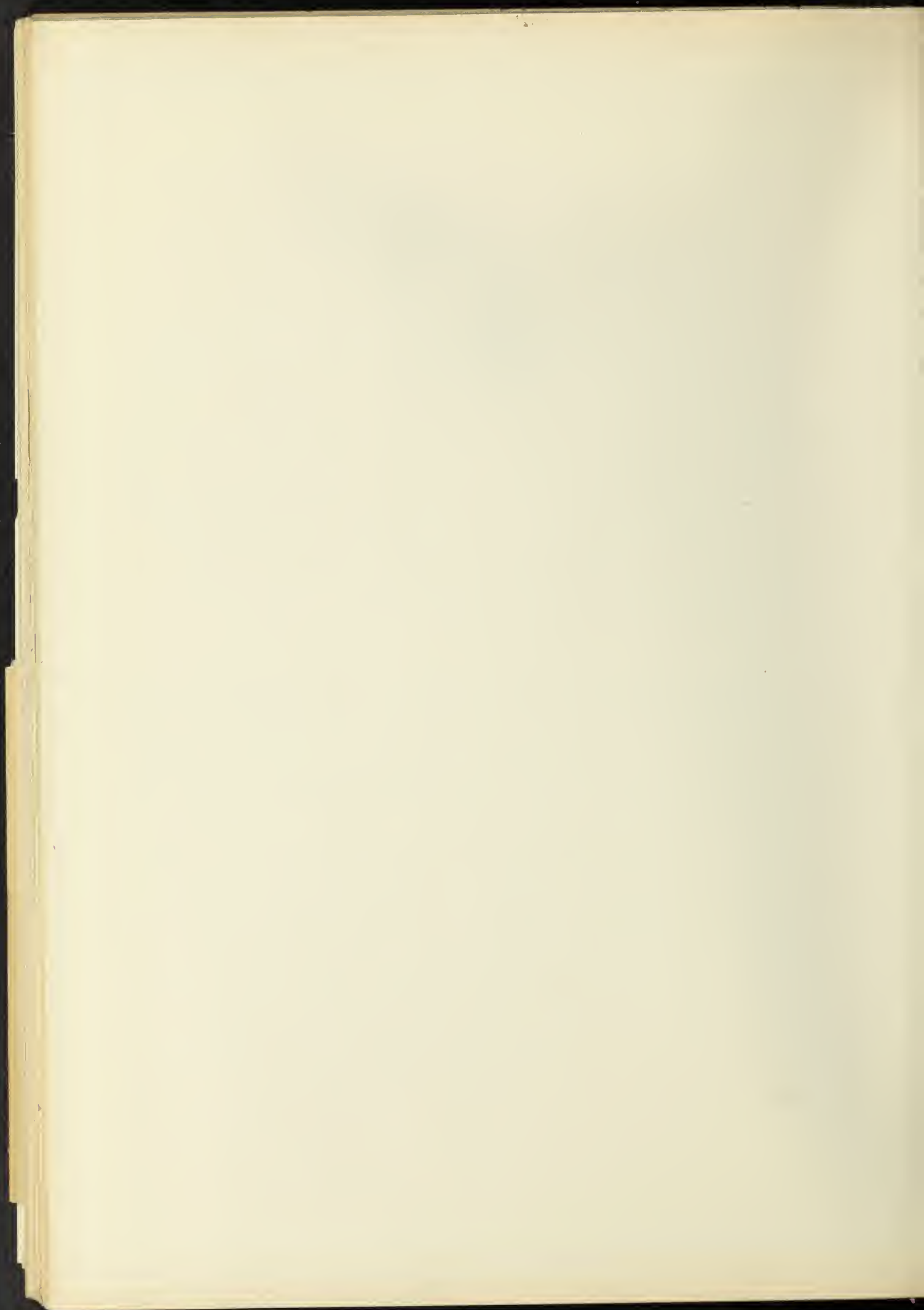
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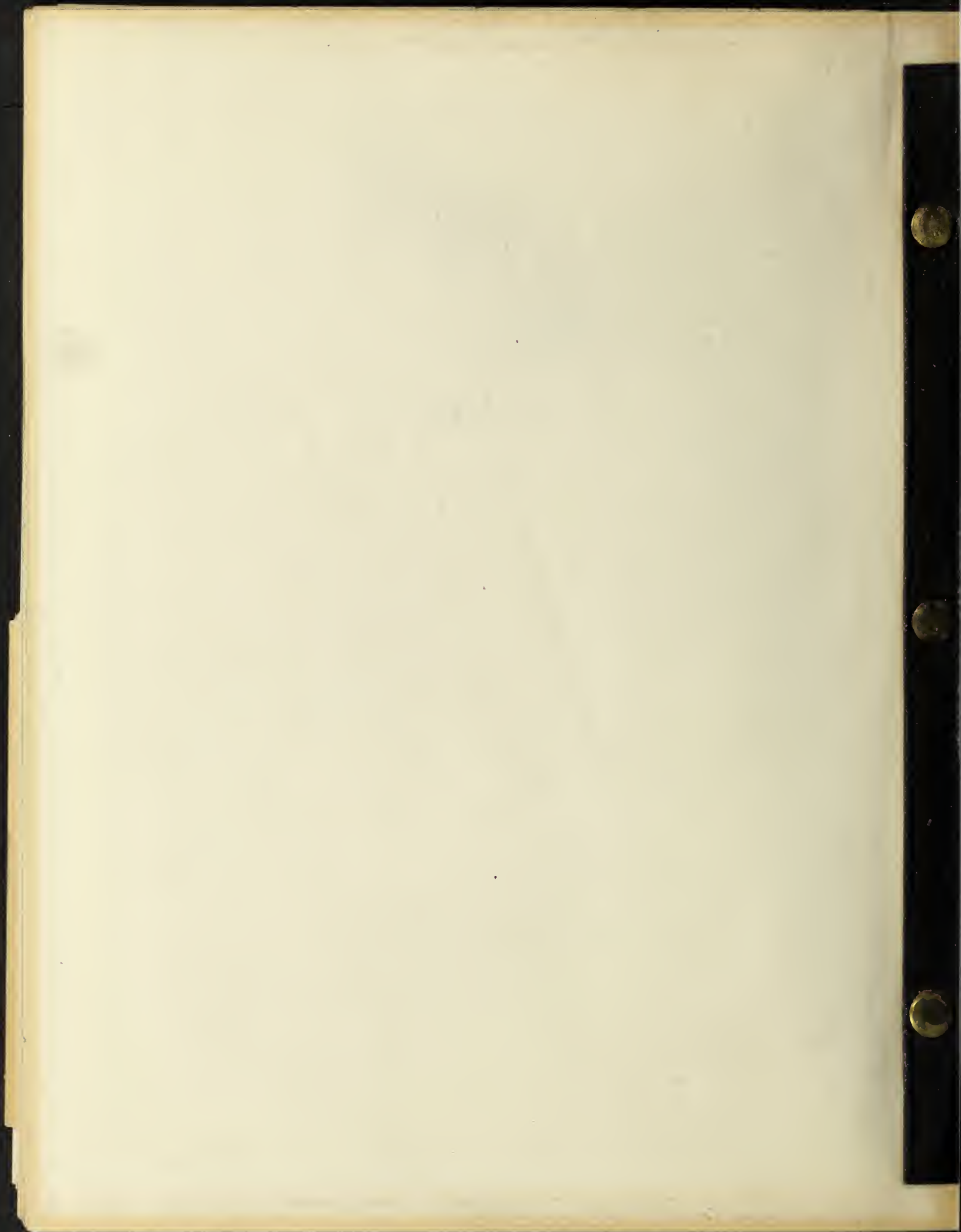












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